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On Balance:
One Woman's Life and View of
University of California Management, 1954-1990

an oral history memoir of the life of
Afton E. Crooks

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// original signed by //

Afton E. Crooks, Narrator
April 25, 1994

Laura McCreery, Interviewer
April 25, 1994

Accepted for The Bancroft Library by
Willa K. Baum, Division Head
Regional Oral History Office
[date]

*This is what you shall do: Love the earth and sun
and the animals, despise riches, give alms to every
one that asks, stand up for the stupid and crazy,
devote your income and labor to others, hate
tyrants, argue not concerning God, have patience
and indulgence towards the people, take off your
hat to nothing known or unknown or to any man
or number of men, go freely with powerful
uneducated persons and with the young and with
the mothers of families...re-examine all you have
been told at school or church or in any book,
dismiss whatever insults your own soul, and your
very flesh shall be a great poem...*

— Walt Whitman, preface to the
first edition of *Leaves of Grass*, 1855

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Afton and Jim at home on Drury Road, 1987.

Afton at her retirement party, Alumni House, UC Berkeley campus, July 1990.

Interview History

In July 1993, I happened to hear a presentation given by Afton E. Crooks on California's conflict-of-interest laws. Mrs. Crooks had retired in 1990 from her position as the University of California's coordinator of information practices, and she was still in demand for occasional lecturing in her area of expertise.

Nancy Caputo, the Berkeley campus contract and grant manager who arranged the presentation, had known Mrs. Crooks for some years and suggested that she would be an excellent subject for an oral history. I was interested in the fact that Mrs. Crooks was for many years one of only a few women in the upper levels of University of California administration.

There had been some previous contact between Mrs. Crooks and the Regional Oral History Office on the Berkeley campus. Although there was interest on both sides, the oral history had not been done. Before going further I consulted with Ann Lage of ROHO about the idea of recording Mrs. Crooks's history for donation to the collection of the Bancroft Library. Ann Lage assured me the project was of interest and offered her help.

Mrs. Crooks met Nancy Caputo and me for lunch so we could get to know each other. We gathered at the venerable Edy's Restaurant in downtown Berkeley, and I remember Mrs. Crooks ordered a French dip sandwich. The lunch went well, and it was clear that all three of us were eager to see the oral history project carried out. This was in January 1994.

I soon called Mrs. Crooks to schedule a planning session. When I arrived at her home on Ward Street in Berkeley for that appointment, she was ready to start—already she was telling stories. Still, I had much more background research to do before I would be ready to tape.

My interviews with Mrs. Crooks spanned two months, March and April 1994, when she was 68 years old. We talked sitting across from one another at her small dining table, taping equipment between us, her voice captured by a lapel microphone. Usually she sat up close to the table and laughed often, smoking Marlboro cigarettes and stubbing out the lipstick-soaked butts in a sturdy ashtray. Sometimes a fresh cigarette would dangle from one corner of her mouth for many minutes before being lit.

At the first interview session, we reviewed the outline and then began recording the story of her early years in Seattle. Between tapes Mrs. Crooks offered me a cold ginger ale. The sounds of our two icy drinks are preserved on tape, perhaps a little more loudly than I would have liked. But everything seemed to go well, and we taped for two hours.

On the day of the second interview, I arrived a few minutes late—not more than three—and Mrs. Crooks opened the door the moment I knocked. “Oh, there you are!” she said. That session seemed to evoke some long-dormant memories for her, both good and bad ones. When taping ended for the day, I excused myself to use the bathroom. When I returned, Mrs. Crooks was leaning back and smiling in an absolute cloud of smoke, clearly very far away. Slowly she returned to a time and place that included me. “Well,” she said at last, “I guess it doesn’t hurt to reminisce a little.”

The ginger ale became part of our routine. I began to look forward to the moment Mrs. Crooks would stop between tape sides and say, “Shall I get out the ginger ale?” We fell rather readily into a routine of taping for two full hours per session. My offers to cut the interviews off sooner were waived away, but at the end of two hours we both were drained. After taping ended I would stay on for an hour or so to talk. In between sessions I audited the tapes, trying to identify gaps in the story. A few personal matters were discussed only with the tape off, but Mrs. Crooks was generally willing to go wherever the questions led. At the end of five sessions we had ten hours of tape.

The tapes were transcribed in the summer of 1994 by Melanie Schow, whose efforts were very much appreciated. Then began the long, slow process of editing, which took the better part of a year. I had many other commitments, so I learned to live with the frustration of leaving the project untouched for weeks at a time. After I completed the preliminary editing of each two-hour tape session, I passed it to Mrs. Crooks to read for accuracy.

At first, in spite of my warnings, she was taken aback by the way her conversation looked when transcribed onto paper. She phoned me in a state of some alarm and spoke of the need for heavy editing. I suggested that talk is less formal than writing and that this informality is what gives the story flavor and color. A couple of days later she called back feeling much more comfortable with the look of her spoken words. “I think some of it is kind of cute,” she said. In the end, she left most of the editorial decisions to me.

I did the final editing in the late spring of 1995, and over ginger ale we selected photos to fill four pages. We agonized over a title for the project, and we tried to assure proper spelling of every name. The Walt Whitman preface was easily chosen, for Mrs. Crooks had treasured that passage since the late forties.

I took a few editorial questions to Ann Lage, who offered solutions and encouragement. Meanwhile, Mrs. Crooks double-checked quoted material for the transcript, then pasted up and copied the pages of photos. As we came close to finishing the manuscript, her one regret was that she did not talk more on tape about a special nephew, Robert Kimball Wallace.

Having come to the end of this project, I can say easily that it is one of the accomplishments I am most proud of. The experience of collaborating with Afton E. Crooks on her oral history memoir sparked my imagination and filled me with optimism. I hope sincerely that others can benefit, whether for research purposes or out of personal interest, from this candid life story.

Laura McCreery
Berkeley, California
July 1995

[Interview 1: March 7, 1994]
[Begin Tape 1, Side A]

McCreery: Hello.

Crooks: How are you?

McCreery: Can you start by telling me a little bit about when and where you were born?

Crooks: I was born on December 13, 1925, in Seattle, Washington.

McCreery: Okay, and before we talk in great detail about your immediate family, I'll ask you what details do you know about your grandparents and their roots in Salt Lake City?

Crooks: Well, both my mother and my father came from Salt Lake City. And my father was born there, I know. I think my mother was born there. They both came from Mormon families. My father was a descendant of Heber C. Kimball, who was one of the major people in the Mormon church history and the second president after Brigham Young. My father's father died the week or month after he was born, as did the next oldest brother. And my father has told me that his mother died when he was very young. Although the Mormon history shows her dying when he was sixteen, I don't think that's right.

My father was brought up by a bachelor uncle, William Woolley. He had two elder brothers who were a good deal older than him. And Dad went to the Oquirrh School, which was a grade school. And I believe he dropped out of school when he was in the ninth grade because he had to support himself.

I know very little about my mother's family. Her name was Brita McDonald. She had two older sisters. No. She had one older sister, Phyllis Elaine, who I was named after—Elaine, my middle name—and her twin sister, Afton, who I'm named after. Her father died, I think, before I was born. I know nothing about him. Her mother, Anna Luise Stromberg McDonald, I did know. And I did know her well. She lived with us in Seattle for a while and then she lived in Los Angeles where she died, I think, in about 1954. She was a very accomplished artist.

I do know that the McDonald family had the largest chocolate candy factory in Salt Lake City and their chocolates were very well known. And I had a picture of the family house, which just was immense. And I had a picture of a family gathering with my grandmother as a very young bride and there must have been thirty people in the picture. I think that family had a fair amount of money for those days. And I've been told by my cousin that my grandfather's brothers cheated him out of the family business.

McCreery: In what way?

Crooks: I don't really know. Either they just took it over—I've been told he was a very mild, sweet man. I never knew him and I have no idea how old he was when he died. That's all I know about him. I know much more about my dad.

McCreery: Yes. How did your parents meet and happen to settle in Seattle?

Crooks: Oh, well, how they met was interesting. My dad lived in Salt Lake when he was living in a place he called the Bachelor's House. I gathered it was a house where a lot of single men lived. And he lived next door to the McDonald family. And he first met my grandmother, who he called Lady Mac. And he said that he would play chess with her. And he met my mother through his acquaintanceship with my grandmother.

They married when Dad was twenty-nine and my mother was nineteen. And they were married in Salt Lake City, I know that. I think that they moved to Seattle almost right away. I don't know that for sure.

Dad had been working as a surveyor, although he had also studied court reporting when he was a young man. He was self-educated and he was very much into education. He was a very, very smart man. And he told me he had been a court reporter at one point. At another point, he got a job as a surveyor, and he worked his way up through that and I think this was for insurance companies. And he traveled through all of the mining country of Colorado and Utah and Idaho with these survey teams.

And then, he must have been offered a job in Seattle with the Washington Surveying and Rating Bureau. And so, that's why I think they moved to Seattle, where both my sister and I were born

and where he was until he died. He was a very hard worker. He never thought he had much of an education but he read his whole life and was a major influence in my life.

McCreery: Oh, okay. You said his own formal education was limited.

Crooks: Yes, I think he didn't go beyond the ninth grade.

McCreery: And what about your mother?

Crooks: I have no idea. My mother died—I'd have to refer—in 1931. And I don't really remember her except in some very vague images. My father remarried I think a couple or three years later to a young widow with a son. And because of both the fact he was a quiet man and because of my stepmother's sort of jealousy of anything that pertained to my side of the family, my father just never talked about my mother. So I know very little about her.

McCreery: Yes. So your father and stepmother—she had this son from a previous marriage.

Crooks: Yes.

McCreery: And they did not have any children together?

Crooks: No, they had no children. My sister, Barbara, was born to my own mother and dad in 1920. And I was born in 1925. And I am not even sure what my mother died of. I think that she had an infection and this was before antibiotics or anything and I think she died of blood poisoning.

McCreery: So, it would have been something fairly sudden?

Crooks: I think so. I have a vague recollection of visiting her in the hospital. I have a vague recollection of the funeral. And I have a vague recollection of her in the garden and in the kitchen. And that's all. You'd think I'd remember more, but I don't. Oh, and I have a vague recollection of when we took one of the ships that ran between Seattle and Los Angeles, where my Aunt Afton had moved to. And we went down and visited Aunt Afton one summer. And I can remember that trip and I can remember being deathly seasick, which I still get. And I can remember a couple of things about that Los Angeles trip.

An interesting sidelight is when we moved to California, my husband and I, and the first rains came, I was walking across the Berkeley campus and I had the smell of the wet eucalyptus and it took me back to Los Angeles on that trip. I had never smelled it since then. We don't have eucalyptus trees in Seattle.

McCreery: So, that probably reminded you of your mother.

Crooks: Well, you can't miss something that you don't remember. You really can't.

McCreery: Did you talk much to others in your family later on about her?

Crooks: No. My aunt Phyllis married a military man and they were all over the world and so I really didn't see them. My grandmother had come to live with us, I think when my mother died. It may have been before. I don't know that.

McCreery: That was her mother.

Crooks: That was her mother. And when dad remarried she moved to Los Angeles and stayed with Aunt Afton and then got her own place. The only contact, once my dad remarried, was the fact that he always made me write them Christmas letters, even when I was a tiny little girl, until I graduated from high school, when I went down and stayed with Aunt Afton for about two months. And Grandmother was still alive and in very good shape. Dad always said she could have managed Standard Oil with her little finger. She was a very amazing woman. And Aunt Phyllis was there because it was during the second world war and her husband was overseas.

And I did learn a little bit about the family from Aunt Phyllis. I found that my Aunt Afton was against my mother marrying my dad. She thought that he wasn't up to their standards of the McDonalds, although my dad ended up the top person in his field in the United States. So, her judgment wasn't very good when she was young.

My mother's name was Brita. And my aunt Phyllis told me that Brita was my grandmother's favorite and that she never got over her death. And I suspect she never got over having to leave what had become a comfortable home for her when my dad remarried. And I know that when I saw her in Los Angeles when I was seventeen, that she had the feeling mother's house had never changed since she had

left and that we were living in not appropriate circumstances. And even though I did not get along with my stepmother, I always knew she was a great cook. And she had exquisite taste. And we had a beautiful, beautiful home. So, it's interesting how families get these ideas.

But there was never any closeness. I visited them in Los Angeles one other time when I got out of college for just two weeks. And then when I was working at the university, I used to do a lot of traveling. And I'd get down to UCLA and I would, every few years or so, call them and go by and see them. But we had nothing in common.

My Aunt Afton married a man in real estate, Robert Lawson, who had developed the Million Dollar Mile on Wilshire Boulevard. And they had a lot of money. And they had two boys, twins, Robert and William. And even when I visited them at seventeen, the two boys hated each other and they still do. They're both alive. And it was a very dysfunctional family, even though I didn't know that term then. And I found at the age of seventeen that money doesn't make happiness. It's too bad. [laughter] Very dysfunctional family.

McCreery: What about your relationship with your sister?

Crooks: When my dad remarried—her name was Florence Hass and then Woolley, my maiden name—she moved into our house. And her son never took dad's name. He's about three years older than me. His name is Robert Lee Hass. He's still alive. And Bob and I got along great. My sister being five years older than me—there's a big gap when you're really young, even though we shared a bedroom.

But Bob and I did a lot of things together. We bicycled together and he taught me to play tennis and he taught me to dance and he taught me to ski. I started skiing when I was thirteen. And we had and we still do have a very good relationship.

My relationship, when I was young, with my sister was very close. We got along very well until she married in 1943 during the war. And her husband Walt Wallace was an ensign in the Navy. And she got on a train, which was hard to do during the war, and went to Florida where he was stationed at the time. I forget if it was Miami or Palm Beach. And they were married there.

Crooks: And then he got shipped to the west coast and she joined him in San Diego. She came home a couple of months later and much to her amazement found she was pregnant in spite of birth control. And my father said, "Your place is in your home when your husband is overseas." So, she lived with us and my stepmother hated every second of it. And really serious problems developed as a result of that.

My nephew's name is Robert Kimball Wallace. He's named after my dad. Kimball is the middle name. And we are very close. I take after my dad. He takes after my dad. There's much similarity. And I'm sure I'll talk about him in this oral history because he's special to me.

I don't think my stepmother ever took care of Bob when he was a baby. She complained about the washing machine going too much. They didn't have Pampers in those days. She complained about the bottles being sterilized. And I'm sure it must have caused a great problem in their marriage because my dad usually gave in to my stepmother. He adored her. But he put his foot down. My sister's place was at her home until her husband got home. And the strains of those times still are there.

My stepmother died, I forget, about five or six years ago. My sister never forgave her. And while, as long as my dad was alive, my sister lived north of the Seattle area, she would have them for Christmas dinners and family dinners. But it was a great problem and the strain was always there. And after my dad died, my sister refused to see my stepmother.

My stepmother, as I said, was a wonderful wife to my dad. And they did adore each other. I think their mistake is that there were children in the way of the relationship. [laughter] She was inordinately jealous of my own mother's family, for no reason. I look like my father. My father's best friend, I remember, one time was over and he was—we were in the kitchen and he said, "My God, Jack. She really looks like you and she talks like you." And my stepmother got very upset with this and said, "No, she doesn't."

When I left home and I would come back to visit, she would never leave us in the room by ourselves. I think she always thought that I was saying things about her. But if I had, my father wouldn't have allowed it.

And it's too bad because I regret the times I could have spent with Dad that I could have learned more. But yet, we were so much alike that I really didn't have to talk too much to Dad. I understood where he was coming from and he understood me. So, no relationship is perfect and I adored him and I still do. And he's still, even though he's been dead a long time, he's still—I can hear his voice and a few words of advice— [laughter]—which have been very helpful on occasion.

McCreery: You and your sister made very different choices and had very different interests. Can you tell me a little bit about that?

Crooks: Well, it's very funny. My sister was very sociable. She gets along with people very well. She likes to be with people and around people. My stepbrother is sort of stiff, although handsome as could be. And we always said she was the happy one as we were growing up and was the sociable one as we were growing up. I was much more introverted.

When she came back pregnant and then had Bob, who I helped raise for his first year and a half, I was in college. I was madly in love with a fellow who was overseas, but I was going out and dating. And my sister would give me advice. And it's very interesting because all of the advice I got from the female side of the family, my stepmother, and from my sister, if I followed it, I was unhappy. And if I didn't follow it, I felt guilty and I had a hard time. And I didn't realize it until my twenty-someplace that while my sister meant very well and was trying to give me what she thought was advice (and she still says to this day she practically raised me, although I don't really think so, myself) is that I didn't want the kind of a life that she did. But I didn't know that.

I loved school, loved school, got really good grades. And my stepmother would tell me, "You shouldn't get such good grades. The boys won't like that." My sister would give me advice about social things, boyfriends, and it never sat well with me, but I thought she knew what she was doing. Five years older is a lot.

When I got out of college, I left home. But my brother had married. He had been in the service and the Navy and he had married and my sister's husband came back from the service and so they settled down. And things were very difficult just being me and my stepmother and my dad.

And so I went out on my own and I got on a train and came to San Francisco, scared to pieces. And I stayed with a family that used to live in Seattle whose two boys were very good friends of mine. They invited me to stay with them until I found a place to live and a job. So I found a job in San Francisco for Bechtel, who was building the Transarabian oil line. And I found an old house that rented out rooms at 3030 Jackson in San Francisco and started life on my own. And my dad never objected.

McCreery: How old were you then?

Crooks: I was just twenty-one. And I thought I was very sophisticated. And you couldn't go into a bar as a woman and get a drink. Well, there weren't any bars in Seattle. There were bottle clubs. But you couldn't go in and have a cocktail. I thought I was very sophisticated. I could go in a bar by myself in San Francisco after work and have a drink once in a while. I thought I was really grown up.

And my sister lives in Everett, which is just twenty miles north of Seattle, and has for all of these years. She had a daughter, Carol Jo. I have had a strong sense of duty to my family, but I don't know why. All the years that I have lived here, since '54, I have gone back to see my dad every year, and to see my sister.

But after I got out of college and moved down here for a year, I took a trip with some gals that I met at work. And I quit my job and we traveled around the country for a couple of months till we ran out of money. And I got to New York, which I never thought I would do. It seemed so far away. And we had a great trip and we came back through Seattle and I decided to go back to graduate school.

McCreery: Before you talk about that let's back up just a little bit because you were saying you loved school from the very beginning and I wondered, was there anything in particular, even in grade school, or anything that—?

Crooks: Well, my dad told me that the reason he bought our house the year I was born is that it had the best educational system on Queen Anne Hill in the city of Seattle. And I went to John Hay Elementary School, three blocks away from our house. And it was a wonderful school. And I remember many of my teachers. Miss Stoy was our reading teacher. And she was the smallest person. I don't know if she was technically a midget, but she was very tiny and she had a tiny

little Austin car and the eighth-grade boys would tip it over sometimes. It was a prank. [laughter] She was wonderful and encouraged us in our reading.

But my dad read to me from the time I can remember. And he always told me I could always find a good writer. I didn't need to read junk. And so I have read as long as I can remember, including with a flashlight under the covers when I was supposed to be asleep. A good gym program—I love sports. Good music teacher—I was on glee club. Good science teacher. There were all women except for the boys' shop teacher and the principal. I never knew a woman who worked except for a teacher. There were no role models. I lived in an upper middle class neighborhood which was solid white. I never knew any minorities. I vaguely heard about Jews but I didn't know who they were. It came as a shock years later to find out one of the girls in my grade school was Jewish. I didn't know that.

McCreery: What about religion in your own family? Was that emphasized much?

Crooks: No. Dad sent us to Sunday school at the Baptist Church. I came to the conclusion that the reason he did that was it was the closest church to the house. He never discussed his religion.

McCreery: He was raised in the Mormon Church, of course.

Crooks: Oh, yes. He did say he might not have survived if it hadn't been for the Mormon Church, because they take care of their own. I think Dad may have had some belief, but he never went to church. My stepmother would go to church on Easter. She came out of a very mildly Christian Scientist background, but she didn't go to Christian Science Church. I would go on occasion with my best friend, who went to the First Christian Scientist Church, when I was about ten or twelve. But it was more of a social thing to do.

McCreery: Did you particularly enjoy or dislike church, or Sunday school?

Crooks: No, it didn't mean anything to me, whereas my school did. But the church didn't. And depending upon my mood, I'm either an agnostic or an atheist. I think the more intellectually honest thing to say is I'm an agnostic. But I really don't have any belief at all, which bothers my sister.

Crooks: I should mention that when my sister was in her—well, it was in 1948—she got polio, one of the last polio epidemics. And her two children were very young then. And she came out of it with a bad limp and she never regained her total strength. And this was another thing that put a wedge in the family, because she felt that our stepmother and her father should have come up to Everett and done something. And they didn't. Nor did I. I was in Seattle then, going to graduate school and working at the University of Washington. I would go up and visit. And that has influenced my sister's life a great deal. Now how did we get on that? You asked me a question.

McCreery: Well, we were talking about your earlier school years and the role of religion in the family and so on.

Crooks: Yes. Well, my sister got religion. That's what got us on it, is she became an Episcopalian. And it bothered her a great deal that I was not religious because she's high Episcopalian and she's very literal. The world is black or white, whereas I'm a great believer in grays. And when she found out the only unforgivable sin was not believing in God, she found I was doomed to hell and then she really got quite upset, and I'm afraid I hurt her because I started laughing when she told me that and said, "Well, I'm going to have a lot of good company down there, I guess." [laughter]

My teachers were wonderful, my high school teachers. I had two wonderful teachers in high school, a lot of good ones but two wonderful ones.

[Begin Tape 1, Side B]

Crooks: Miss Overland was my lit. teacher in high school. And by this time, my sister was in college and she was an English lit. major.

McCreery: Was she there at University of Washington?

Crooks: Yes. And so I would come up with all of these wonderful things for the optional reading. I read *Beowulf*, and I think Miss Overland was impressed. I would have been if I'd had a kid of this age suddenly coming up. And she was a wonderful teacher. She assigned me Shakespeare and she gave me a lot of leeway on optional stuff, and

my dad encouraged me a great deal. And she put in an application for me to get a scholarship to Mills College when I was a senior, which I think I got but I decided I didn't want to go to a girl's school. And I think that relieved my father a great deal because it was a lot cheaper to send me to the University of Washington than to Mills.

He made a wonderful salary. He was the head of his company. But my stepmother had extremely expensive tastes. And so I think they belonged to all of these social clubs. My dad was a member of the Rainier Club, which is the equivalent of the Bohemian. And she spent a great deal of money, so I'm sure Dad was just as happy having to put two kids through college, then the third one coming along, to have me decide to go to the University of Washington.

The other teacher that was very influential was Mr. Rose. And he was our, what they called a civics teacher. And he taught us about government and the Constitution and the Congress and the City Council and all of this sort of stuff. And I was very interested in this. My dad had told me I had a responsibility as a citizen, to always be informed and to vote. And between that and Mr. Rose, I guess I must have got an interest without knowing about it in the political activities in this country, which has been a dominant part of my life.

McCreery: Were your father and stepmother particularly interested in politics?

Crooks: Oh, no. Well, my dad was very well informed. He was a Taft Republican, but he was not political. He never entered into anything political. He was a gardener in his time off, which I also am. And he worked very hard. But no, he was never active politically in anything, but he told me I had a responsibility.

I remember one day when, after I had been very active in politics, he asked me how I turned out this way and I said, "Well, it's two things, Dad." I said, "One, you told me I should always look at the facts and look at things and analyze them and I had a good mind and I should make up my own mind." And I said, "The other part of it was, going to the university broadened my knowledge and my analytical ability. And I think that's what I did. I just sat down and said, 'This is what I think.'"

Well, I think he was very pleased with that answer, frankly, even though I became a Democrat, because I didn't have a car in Seattle and I'd go up and borrow his car and I lived about a mile and a half

away. I'd go to political meetings. I'm not sure if I'd had a kid who'd turned out Republican I would have done that. [laughter] I guess I would have. I would have thought of Daddy.

I spent my childhood in the gully. We had a wonderful gully. I don't know if that's a term that is used in California. That's a canyon.

McCreery: Well, I know Queen Anne is very hilly in Seattle.

Crooks: Yes. Well, we had a gully two blocks away. And I had my own fort down there, which I loved, and I would borrow Dad's shovel and go down and shovel steps into my fort. And I lived on my bicycle. You could play in the streets in those days and on my roller skates. I was a good athlete.

Through grade school, the ones in my immediate neighborhood were all boys. And two of them were readers. And in the summer we'd get on our bicycles and go to the public library and get books and then come back and read on the lawn. I think my stepmother must have been dismayed. I even had a pair of slacks. I played baseball. I played football. My best girlfriend lived four blocks away and so she had her own group of neighborhood friends. And she is still one of my dearest friends and we still are in touch. So I suppose I was what they would call a tomboy: loved school, studied hard, probably pretty serious, and read always.

In high school, I discovered boys and loved to dance and dated. The most popular girl in our high school class moved across the street from me in the eighth grade. And I tell you, my stepmother didn't help me at all, socially, even though I'm sure she meant to because she always would ask did I have a date. Well, Jeannie across the street had a date every single night if she wanted it, and I didn't. I had probably average, but I didn't know that.

And I learned to ski. And in the winter I skied and I would save enough money because while Dad could afford it, he believed in us being fiscally responsible, I guess. I had a small allowance and I found that if I cut down on my allowance in high school in what I had to eat for lunch that I could save fifty cents in five days and that would buy me a ride up to Mount Rainier to go skiing. It was very cheap. And I love to ski.

Crooks: But growing up, for me, was very hard because I had no role models. And the role model was to date, to dance, be popular with the boys, belong to the sororities, marry and have children. That was the only role model there was. And it took me years to get over that. Women are much more fortunate these days.

McCreery: Yes. Now, were your teachers still mainly women at Queen Anne High School? You mentioned Mr. Rose.

Crooks: Oh, I had a man geometry teacher and a man botany teacher and I think that's it, and Mr. Rose.

McCreery: Yes. What about the effects of the war in your own family, if any?

Crooks: Well, my brother was going to the University of Washington and he was in the Naval ROTC, and when he graduated he was an engineer. He went back east. He was never overseas. But he married very young. I think he was just barely twenty-one when he married. They'd only known each other six weeks and they've just had their fiftieth wedding anniversary yesterday.

McCreery: Is that right?

Crooks: Very successful marriage.

McCreery: Wonderful.

Crooks: They had a full military wedding. I was a bridesmaid. And so he was gone from 1944 on. And when the war was over they came back to Seattle. And my sister married in '43, back during the war. But her husband was overseas and he was on a mine sweeper and then on a sub chaser. And as far as we knew, this was very perilous duty in the South Pacific. Of course, when he got home, it turned out that they never saw a sub and it was mostly boredom that he had to deal with. And the fellow that I was very much in love with was overseas.

McCreery: When did you meet him?

Crooks: I met him in 1944, I think. And he was on leave. He was a good friend of a fellow I had been dating semi-seriously. And he was on leave. He was in the Army, in the signal corps.

McCreery: Were you in college then?

Crooks: I was in college. And then he came back on leave again and he shipped out of Seattle, port of embarkation Fort Lawton. And I'd drive the car in and we'd sneak him into the trunk and I'd drive out. And he shipped out on V-E Day. And while everybody was celebrating, I was crying. And he went to Okinawa and then was in the army of occupation in Korea, in Seoul and was gone about a year and a half, and I wrote so many letters I must have bored him to tears. And when he came back we went together. It was a very stormy romance, very stormy, and was part of the reason that I came to California. Not only were relations bad at home without my sister and brother there to sort of cut the tension with my stepmother, but my romance with Jack was just absolutely a mess. And I couldn't break up with him when he was there so I left home. [laughter] That's the chicken way out.

McCreery: But he was away most of the time you—

Crooks: Oh, we had a wonderful romance when he was overseas and we are still in touch with each other.

McCreery: Is that right?

Crooks: Yes. He is a very successful newspaperman back east. And he's never married. And we have always gotten along marvelously as long as we don't see each other. [laughter] And when I've been in Washington on business or visiting, I always see Jack and usually within a half hour we're at it again. It's just amazing. [laughter] I was very much in love with him.

McCreery: Well, you talked about your deciding to attend University of Washington rather than Mills College. You pretty much went straight in after high school.

Crooks: Oh, yes.

McCreery: And how did you find your way there? You were already interested in literature? How did you decide to do that major?

Crooks: Because I didn't know anything else. And there weren't any role models. I mean, it would never occur to me, because my brother went into engineering, that I would even consider it. There were only certain acceptable roles for a woman, English lit. or home economics, and I sure wasn't interested in home economics.

Crooks: And I pledged the Alpha Phi sorority because it was the thing to do. And I wasn't a very good sorority person. And after about two years I rarely showed up there. I didn't like their rules. I think what got me was when we were pledging, they wanted to pledge a girl from Queen Anne. I said, "She'll never make her grades. She's sort of a cute girl and the boys like her, but she won't ever make her grades." And they turned down a wonderful woman who was a pre-med and a widow from the war and they did not want a woman who had been married and they picked this little girl who did not make her grades and that seemed just plain wrong. I said, "Their standards are not mine."

I loved the university, the wonderful education. It was the Parrington School of English Literature. Thomas Parrington established a certain way of teaching literature. And his way—although he was dead by the time I got there, but the school is named after him—was that you had to understand what they were saying and what led them to say it. And the easiest example I can give is that in order to study the romantic poets, you had to study the French Revolution, because out of the French Revolution came the ideas that had inspired the romantic poets.

So, you've got a great deal of history and social insight and I loved it and it broadened my mind and my perspectives from what had been a very narrow upper-middle-class white background, very narrow. But there were no women teachers—none.

McCreery: Now, were you reading a whole variety of different—?

Crooks: Oh, I took everything you can—oh, yes.

McCreery: Did you have favorite areas already at that time?

Crooks: Oh, you know, as you take some, you either get inspired because of the works or because of the teacher. I fought Shelley and Keats and Dr. Cox. He was terribly demanding and I suddenly realized that I was going to get a very bad grade if I didn't start applying myself. And once I started applying myself, he became the best teacher I ever had. And because of that, I took a lot of the romantic poets. And that was my specialty, if you can call it specialty in undergraduate.

But I took a great breadth. I went over into the German department and took German literature and I took the great books course and I

took Russian literature. I almost went blind on Russian literature. Dr. Spector's idea of a short story was five hundred pages long and you'd have to read it in two days. I had to get my glasses changed that semester. So, I got a marvelous breadth.

And I got interested in modern European and Kafka. They did not teach anything in American literature past Dreiser, the turn of the century, at that point. They didn't really consider Hemingway or Fitzgerald, heavens no. I loved it. I can't think of any—I had a hard time with Chaucer. I dropped it twice but I had to take it to graduate. And I finally, knowing I had to do it, stayed with it and I can still quote, "Whan that Aprille with his shoures sote—" and it goes on and on in the Canterbury Tales. They taught it in the old English. They didn't teach it in modern translation.

It was a wonderful school. I took a lot of other stuff. Of course, you had to at that time. You had to have so many credits in social science and so many in science. So, I took some economics and I took math. I regret I did not get into science. My husband was a geologist and geography major. And in my adult life I've gotten very interested in science. And I read in it, although I have to intuit a lot because I don't have the right background for it. But that English Lit. department made me learn to think and to analyze and to write.

McCreery: Did you do much writing?

Crooks: Oh, heavens yes. Oh, heavens yes. All of your tests were essays. And you always had to do book reports and essays. You don't do multiple choice in English lit. So, you're just writing constantly. And I've advised many people, including my niece and nephew, that to be able to write well and express yourself if you go into business is an extreme advantage, no matter what field you go into. It's hard work to write.

I love school. My dad had standards for us kids. I had to have over a B average or he wouldn't pay my tuition. And my brother was the same way. My sister didn't have that standard. And she only had to keep a C, and as soon as she found somebody to marry, she dropped out of college. She's never worked. That's what she wanted was to be a wife and a mother.

So, Dad looked at what we were able to do. Always after dinner and the dishes were done—we had live-in maid until someplace during

the war when they could get more money working in the shipyards, so then we didn't have any—but as long as I can remember, after dinner and the dishes were done, we went up to study. And Dad would say, in his quiet way, "Have you done your homework?" And he helped.

He gave me wonderful advice on writing. He was a good writer. And—I don't know, probably in high school—when I was struggling on something he said, "When you come to the end of what you have to say, stop." I was always trying to put final paragraphs on, which didn't work. And he would read my essays. He was very encouraging to me in my education—very, from the very beginning.

McCreery: And he really facilitated those critical thinking skills.

Crooks: Oh, yes. Oh, yes. I can remember one time when I was maybe ten, eleven, twelve and I was in a—I must have been very difficult for my stepmother. I know I was difficult for my stepmother. After we didn't have a maid, I was supposed to do the ironing. And I'd say, I'll do it on Saturday. And she wanted me to do it right then and I would say, "I'll do it today," and we'd get in an argument. And Dad came down. I was ironing away. And he said, "You know, you have to realize that your mother—" because I never called her my stepmother, you know. I must have been seven when they were married— "is very intuitive. But you've got a good mind and you use it in your relationship," which is sort of an amazing thing to tell a young daughter.

Now, my dad, you see, had no role models as a parent because he was basically an orphan. And so he brought me up the best he could and told me to use my mind and to think and to get an education, to work hard, and to be true to myself. You know, that's a very dangerous creed to tell a young girl of that generation and social economic class. So, that's what I did. But it was tough going for a while, very tough going.

McCreery: Did he talk about his work very much in those years or involve you in any discussions of what he went through?

Crooks: Oh, I went to work for him during the war. I mean, any live body, you know. And Dad, I think having been an orphan and then my mother dying, was scared to death that if something happened to him he'd have two young daughters that were

orphaned. And he was bound and determined that we were going to be able to take care of ourselves, so both my sister and I took all of the typing and all of the shorthand and all of the bookkeeping high school had to offer. And I worked for him in the summer when I was in high school. I went to work when I was fifteen because I wanted to. I worked at Grayson's Women's Apparel, sort of like a small Penney's. And I lied about my age. And that was for Christmas.

And then my dad had me work for him because he was head of this company. And nepotism wasn't a problem in those days. And my sister did and so did my stepbrother. And I worked in the mail room. And I stuffed envelopes. And they had a PBX switchboard and boy, when they taught me that, I thought I was really great. And I would drive to work with Dad and we'd park the car in his garage and we'd walk to his building. And he would get in one elevator and I would get in the other. And I would call him Mr. Woolley in the office.

And I am the only one who worked every Saturday. Everybody else got every other Saturday off and I remember telling my dad that wasn't fair. And he said those were the terms of employment. And I worked hard. And I think the Washington Surveying and Rating Bureau had something like about eighty-five employees. And yes, I know a lot about his business.

McCreery: How long did you do that?

Crooks: I did it for two summers. And then I went to the university and I found out I could make more money working for the Naval Supply Depot as a jitney driver for the war effort. And Dad could hardly complain. No, he didn't complain. I think he thought I was being independent, which he approved of.

That was a wonderful job for the summer. We had little tractors that we drove and four-wheeler platforms behind us. And they'd load up anything that went on the ships and we'd take them from the warehouses to the ships. And everything up to light cruisers came into the Naval Supply Depot.

And I got a lot of reading done because sometimes you'd have to wait for a half an hour and once in a while for two hours. So, I always had a book. I read all of Thomas Wolfe's books. I learned a great deal

because we worked with longshoremen and I'd never run across people like this. And I suppose I had a very elitist, snooty attitude.

And I remember taking this one longshoreman from a warehouse to one of the ships, and he saw that I was reading Thomas Wolfe and he picked it off of the seat and said, "Do you like Thomas Wolfe?" And I said, "Yes." And I found out he had read Thomas Wolfe and a lot else. And all of a sudden I thought, wow, isn't this interesting. You know, education isn't limited to certain cultural, socioeconomic classes.

And a lot of the jitney drivers were women. And a lot of the women were strictly blue collar background: generous, warm, open, much more so than the sort of rigid type of society that I came out of. So, a lot of these things I really rejected. Pretty much everything that I was brought up with intellectually, I rejected.

I couldn't stand—my stepmother spent her time going to tea parties. She didn't have any close friends that I could see. They were all social friends. And it was usually based on who had the most money. And that turned me off. She spent an awful lot of money on clothes. I always thought it was rather ironic that when she died her sister sent me her mink. The mink—I forget what they call. There were three minks—

McCreery: A stole?

Crooks: No, they're not a stole. You put them around your shoulder and they've got their little faces there, you know, and their tails and everything. I gave them to the Berkeley Repertory, who donated them to their costume collection. But my dad did not come out of an upper middle class family. He came out of a hard-working orphan's life. But I always knew he was supportive of me, even though there wasn't much said. I always knew that.

McCreery: And he encouraged you in everything that you tried.

Crooks: Oh, yes. He just didn't anticipate where it was going to lead to. But in his old age, I was out talking to him. We had very, very few chances, with my stepmother's attitude, to talk. And we were out at my stepbrother's, who lived on Lake Washington and we'd been out in the boat. And Dad must have been eighty by this time. And he was walking pretty slowly and so everybody else advanced up the

path and so we had just a few minutes. And he says, "You know, my dear, I think you've been as successful in your career as I was." And I said, "I think so, Dad." And he said, "Well, you know I've always understood." And I said, "Yep." And he says, "Well, I'm very proud." And that will keep me going for a lifetime.

So, it's interesting how it wasn't until I was married and came down here that I met women who thought like I did and who have followed the same path. And one of my two closest friends did just about what I did. She comes from Seattle. We didn't know each other there. But her mother and my mother went to the same social parties. It was a small town, socially, at the upper classes. And Virginia did the same thing I did. And we always say that when we go back to visit, when our parents were alive, we take a deep breath and play the role that they want us to for five days. And if we last more than five days, we usually get in trouble. Most of them have no concept. My sister would say, "It's just a shame you didn't have children. Isn't it too bad you had to work." She had no concept.

McCreery: Of how fulfilling you found your work.

Crooks: Oh, yes. Yes. It took me a while but I did. So, what else can I say about my young life?

McCreery: Well, maybe we'll switch to a new tape and I'll ask you a little bit about when you went on to graduate school at University of Washington.

Crooks: Ha, ha! All right.

[Begin Tape 2, Side A]

McCreery: Okay, before we talk about your graduate school years at University of Washington, you're remembering that you wanted to talk a little bit about your brother's grandmother. Why don't you go ahead and tell what you remember about her.

Crooks: My stepbrother's grandmother was his [deceased] father's mother. And her name was Mrs. Edgerton. And she had a summer place that she lived in a good part of the year over on the east side of Lake Washington. And she was a remarkable woman. She taught me to

knit. She taught me how to weave Indian baskets. And my brother and I would go over and spend days and sometimes a couple of weeks with her.

She had been widowed. I don't know what happened to her first husband. And she did not get along with my stepmother at all. She had homesteaded in the midwest some place as a young woman. And my brother, who knows nothing about his family or hardly anything, believes that his father, Carl, was with her as a tiny baby when she was homesteading. She was a very intelligent woman, a very strong woman, and in a way, I suppose, she was somewhat of a role model. I just thought the world of Nana Edgerton.

She supported herself as far as I knew. She lived in a hotel in downtown Seattle during the winter months. And she knit and she made beautiful handmade men's handkerchiefs and sold them to the best shop in town. And she made tablecloths. And as far as I knew, she supported herself with her handiwork, which was exquisite. She was very intelligent. I loved Nana. And she wasn't in our home too much because she and my stepmother didn't get along. But Bob always stayed close to her until she died at a very elderly age.

But she was an influence. She was as close to a grandmother as I ever had because my own mother's mother was in Los Angeles and I so rarely saw her. I wasn't close to any grandparent I had. And she treated me very well.

And it's a very interesting thing that when I was talking to my brother about her a couple of years ago and he bought a house. This is a place called Hunt's Point which is now an extremely wealthy place to live. And my brother, who's been very successful, bought into Hunt's Point. And so there he is living where we used to go where there were woods and stuff. And I said, "It's very appropriate." And yet, my sister has never been there, was never there. And I said, "Bob, she must have been." And I asked my sister afterwards, "Hadh't you ever been over to Nana's in the summer?" And she said no. And so I find it puzzling. Our family wasn't close and didn't do a lot of things together, but Bob and I did.

McCreery: Did you see his grandmother, then, just when she came to your house on occasion or did you ever visit her where she was living?

Crooks: Oh, I'd go down—who, my own grandmother?

McCreery: No, his.

Crooks: His, oh, well I—she would come over for dinner when she was living in town at the hotel once in a while, not too often. But she was very influential with my stepbrother. And she, I know, sent him on a trip to Hawaii and sort of added to his education and so I think my stepmother had to have her over on occasion. But Bob and I were over at the place at Hunt's Point a lot in the summer and it was woods and we built a cabin in the woods and we would swim. And we would just have a wonderful time.

McCreery: Did you ever, when she was teaching you to do these sewing and different things that she did, did you ever work with her on the things she was selling or go with her to the stores or have any involvement there?

Crooks: No, no. It wasn't that. But once in a while I'd stop by on my own, down to the Mayflower Hotel where she lived, and see her.

McCreery: Now what kind of work did your stepbrother end up doing?

Crooks: He worked for Otis Elevator as an engineer when he got out of the service. And then he and another fellow formed their own company to service elevators and escalators. And they made a mint. They ended up with sixteen branches. And Bob sold out when he was about fifty. But in the meantime he'd gotten into real estate, even while he had the elevator company, and had put up the first condominium in Seattle, which was known for its home ownership, you know, not apartment houses. There were very few apartment houses. And he branched out and he had two marinas. Bob is now, what, seventy-one maybe, about to be seventy-one.

His most recent venture is he's built a golf course which his son, he had three children and he's a devoted father, and one of his—his youngest son is a golf pro and so Bob built him a golf course up in Mt. Vernon, halfway between Seattle and Vancouver. And so he has managed his investments since he was fifty. He sold the marinas. I know he's still got a couple apartment houses. But he made a lot of money.

McCreery: Have you seen the golf course?

Crooks: Oh, yes, I was out there a year and a half ago. And we drove up and they had eighteen holes open and nine under construction, and I gather it's doing very well.

McCreery: And do you golf?

Crooks: No, I don't golf. There's only two sports I can't stand. One is golf and the other is bowling. Anything else goes. [laughter]

McCreery: Okay, well let's return a little bit to the end of your college years. How did you decide to go on to graduate school at University of Washington, and what happened during those years?

Crooks: Well, after I got my bachelor's and came down to San Francisco and worked for a year and then I went off on this trip around the country, I missed school. [laughter] I loved school. And I thought, you know, I think I'd like to teach. So, I got myself a little one-room studio apartment on a dock at the foot of Queen Anne Hill and I had to get a job because there was an understanding, although I can't remember, that, you know, Dad would put me through a bachelor's but beyond that I was on my own. It was simply an unspoken given. And so I pumped gas on the marina dock and went to graduate school and decided I'd like to be an English lit. professor.

McCreery: So this was 1948 when you went back to school.

Crooks: Yes, I went back to school in '48. And then I just couldn't make it on pumping gas, so I got a job at the university, because they had a rule if you were a full-time employee, you could go to graduate school for nothing. Being a practical soul, I thought that's pretty good. It'll slow down how much I can do, but I could take one course a quarter, I think they were on the quarter system at that point. And so I was working in the Bureau of Business Research as the office manager of a three-person staff and was going to graduate school and having a good time and doing well. And so this went on for, what, a year and half or so and I always got As and some Bs.

And my adviser was the chairman of the department, just chance. And he asked me what I was doing in graduate school. And I said, "Well, I'm going to bypass a master's. I'm going to go straight for a Ph.D." And he says, "What do you want a Ph.D for?" I said, "So I can teach." And he says, "You want to teach in high school?" Now my field was romantic poets and modern European literature. They

don't teach either one of those in high school. I mean, for romantic poets it's probably one poem of Shelley's, you know, and that'll do it. And he says, "Grade school?" And I said, "No." And he says, "Where do you want to teach?" I said, "In a university." He says, "They don't hire women professors of literature." And I just didn't believe that, so I went over to the library. I was a good researcher and I looked up every single catalog of every university I could find and I couldn't find a single woman's name in any English lit. department in any catalog I could find.

And you know, I had come out of this really protected background, no minorities, no religious bigotry. It was my dad saying, "You have a good mind. You can do whatever you want. Use it." And all of a sudden a guy tells me I can't do it, plus the fact I had the right social credentials, whether I wanted them or not. And this was a major shock, one of the biggest shocks in my life. And I had to conclude he was right.

So, I kept working and I kept taking a few courses. But that's a very lonely life, working full time and working on a Ph.D. And I decided I'd just take courses for fun. So, I branched off and took some art and things that they had at night and things like that. And then I met my husband and I got into politics.

McCreery: Well, just to finish with that, though, was your adviser supportive of your work there and so on?

Crooks: I was getting straight As. He was telling me there was no career choice there. My career choices were teaching in grade school or high school. And I didn't want to. I had no interest in teaching in grade school or high school—none. So I kept working at the university. And I worked there until I went to work for the congressman.

McCreery: Was this the Fisheries Research Institute?

Crooks: Oh, yes. Well, I got a big promotion. I started out in the Bureau of Business Research and then I got a big promotion. I applied to the job of being the office manager of the Fisheries Research Institute which was the biggest research institute on the campus. Fisheries and lumber are it up there—well, and Boeing. And I really liked working with the scientists, much more so than the business people. And they were all in the field in the summer so I was left in charge of the office and I had a lot of—it was the first really responsible job I

had where I had to use my judgment and it wasn't just supervising a typist. And I liked it very much.

But the director was—he had the reputation for being the most difficult person to work for on campus and I said, “Oh, I can manage that.” Well, I couldn't, as it turned out. I lasted longer than anybody else. I forget, a couple of years or more. And one of the people who reported to me was the typist and she was a snooty little girl and lazy. But she was cute and the director who—he was one of the top ichthyologists in the world, no question about it, brilliant scientist. He was very difficult. And he thought she was a cute little girl.

Well, about ninety percent of the funding for the institute, which was big, came from the fishing industry. And once a year we put together a budget, which I was responsible for, and he'd present it to the heads of the industry and they would either give him the money or not. Well, she refused to type the budget. And after about a week and a half and it was getting to the point where somebody, if they didn't type it, we weren't going to have budget. I fired her. And he came in and rehired her, so I quit.

I went home and wrote out a letter of resignation formally and said I would either leave that next day or I would give him whatever appropriate notice he wanted but no more than two weeks or something like that and gave it to him in the morning. And he read it and he threw it in my face. So I left. It's too bad because it was good job. And then I was without a job. So, that's when I—I was very active in politics by this time.

McCreery: Yes, let's talk about that a little bit. You had become interested in the Young Democrats organizations, and so which of those activities came first?

Crooks: Well, when I was going to graduate school and working on campus—I was still up at the Bureau of Business Research—there was a state un-American activities committee headed by a legislator named [Albert] Canwell. And they were having hearings on the university in the auditorium at the foot of Queen Anne Hill. And we heard about this. You know, the student newspaper was full of it. And I had no politics other than the fact—I mean I was still a Republican. I voted once, I think. And I was going up to Dad's for dinner and I took the bus. And the bus goes right by the auditorium. And I thought, well, I'll stop by and see what this is about.

Crooks: So, I went by and here is my professor of classics, Dr. Reed, being treated just absolutely abominably by this legislator. And I sat there and then they had this professor of philosophy who I had studied under, Dr. [Melvin] Rader, who was highly respected. And they were accusing them of being communists. And I remember distinctly that they asked Dr. Rader to define communism. This is a professor of philosophy, so he starts on an academic—and Canwell cut in and said, “I don’t want any of that crap.” And I was shocked. We didn’t use words like that.

And then they had a person that they introduced as a former FBI man and an informant on communism. And they asked him to describe communism and he just ranted. And I think it was Dr. Reed, my classics professor, who tried to explain something and this Mr. Canwell, the legislator, just kept banging his gavel and finally they had these big sheriffs or police officers or something. They were in uniform in the room and they dragged him physically out of the room. And I was in shock. And four of my professors were involved. And I think there were eight of them. And I remember going up to Dad’s house and sitting on the front porch having a drink saying, “Daddy, that sort of thing can’t happen in this country.”

Well, the legislator’s committee recommended to the president of the university that all of these professors be fired. So the president of the university, Raymond B. Allen, constituted an academic committee, senate committee, and they turned the English lit. library, the Walker Ames Room, over to this for the hearing. And they closed the Walker Ames Room for almost a year. And they had these hearings and the campus was just abuzz. I mean, these were all full professors, very well known. And at the end of it, the report went to the president and it was a very thick report. And the star committee, the senate committee, recommended one be fired for incompetence and the others simply be reprimanded.

Now, you have to put this in the context of the thirties, you know, of the intellectual attraction to socialism and communism. They never proved that any of them were card carrying communists. The president fired them, all of them, that same day. And the campus erupted. And there was a rule on campus, no political activities.

So the Unitarian church, on the radio and through leaflets, said that they would have a rally. Well, they had to close half the streets in the northern university district. Many people went and I went and

said they can't do this. I was still a graduate student as well as an employee. So the faculty was organizing and the students organized and I joined the Students' Organization for Academic Rights—called SOAR—and on my lunch hour, I would march. [laughter]

And as sort of an interesting aside to California history, a lot of the students that I was working with were veterans in school, in law school, and we got in touch with other student organizations and one of the ones we got in touch with was at Cal at Berkeley. And Phil Burton, who was then, I believe, the student body president or at least something very active, wrote us a letter of support. That's the first time I ever heard his name.

And we worked. Of course, none of it came to anything. But some of the people I met there in SOAR were active in the Young Democrats. And they said, "Why don't you come to a meeting." So I did. And that was the beginning of my political career. And it was mostly men. And some of them are still very good friends. We were officers together in the Young Democrats, and I was on the central committee for the senior party of King County. And I was officer of the state Young Democrats.

And the politics in Washington were very organized. In order to belong to your legislative democratic club, you had to be an elected precinct committeeman. And so what we would do is we would, it would cost a dollar to run. And we would organize. And so I filed my dollar and of course, nobody ever ran for precinct committeeman. We called them old hacks, you know. And so these young Turks would come in and I would knock on every single door in my precinct and introduce myself and tell them I was running. And so we took over a lot of the senior party that way.

McCreery: Now, what was your precinct area?

Crooks: Thirty-sixth district, Queen Anne Hill. Only my precinct was the foot of Queen Anne Hill. It was a very interesting precinct because it was houseboats and docks and some houses.

McCreery: So you were still living at the studio on the docks.

Crooks: I was still on the docks. Oh, I moved next door. I got a small bedroom after a couple of years. I moved up in the world. I loved it down there. I had a railroad freight line six feet from my front door,

and the trains would come by. One New Year's Eve we flagged down the train and the engineer came in. [laughter] Motorboats underneath us, marina on the other side. It was an exciting place. My father, being in insurance, was horrified I could not get insurance. I was uninsurable. And a lumber yard next door. It was a cute apartment.

And so I was involved with a very, very talented group of people. And one of them ended up as the general counsel of the University of Washington. Another one ended up as an inspired teacher. A couple of them ended up in the legislature. And we were very organized. My strength is organization. I'm very good at this. And one of my friends, Sanford Petersky, was a tremendous organizer. And I learned a lot from him. And we just organized and we'd outwork everyone. We'd go into other precincts and work, and we'd work for the congressmen.

And so when I was out of a job, one of my friends said, "Would you like to work for Hugh Mitchell? He's going to run for governor." And I said, "Gee, I think that'd be fun." You know, my two great interests were education and politics at this point. So, I worked for Hugh. But that was very bad timing because that was 1952 and of course that was Eisenhower and no Democrats got in. We would sit around and dream if Hugh got elected governor, I said, "I'll be the director of fisheries." You know, we'd laugh. We worked seven days a week, twelve, fourteen hours a day. About the only time you were home was to go to bed, maybe do a washing. But he lost.

So, I decided to try industry. That's when I worked for Chemi-Serve as their accountant. I taught myself accounting. I was good in math. And I worked in a little tiny office for a wonderful fellow who was very wealthy, didn't care if he made money or not. And I worked there until Jim decided to come to California and I had to decide whether I was going to come or not, which wasn't much of a decision. [laughter] But I decided I was not interested in making—I mean, I could do the same work for a private company but I lost my incentive. I really was interested in education. So, when he came down here, the only place I looked for a job was at Cal.

McCreery: You really wanted the public sector and education in particular.

Crooks: Education, yes.

McCreery: Before we finish with the young democrat groups, how large were those organizations? You said they were mostly men. Were they quite a force, then, do you think?

Crooks: Well, oh yes. You see, the way the politics worked in Washington then was everything built upon being a precinct committeeman. You got elected to that. You were automatically a member of your legislative district organization. The legislative district organization—I forget how many there are but for Queen Anne Hill there was only one. But you'd take the whole city, you know. I forget how many there were. But mine was the thirty-sixth. They would elect two members to the county central committee. And the county central committee would elect two members to the state central committee, and the state central committee controlled who went to the presidential conventions.

So, if we didn't like anybody and we thought they were an old poop and much too conservative and out of touch with reality as it then existed, we'd just go in and put somebody in as a precinct committeeman. And if you knocked him out as a precinct committeeman, you knocked him out of every other office.

Our state conventions of the Young Democrats probably got about four hundred people. And the Young Democrats—let's see, you had to be under thirty-five. Some counties really weren't active and we'd call them paper clubs. But King County, which is the greater Seattle area, I suppose our group that was really active was probably never much more than about forty, maybe fifty. A lot of people coming in and out. I think almost all of us that I've kept track of have stayed active politically, one way or the other. Very idealistic. I think all of them were veterans.

McCreery: Oh, really. Did you have a particular mentor in these groups?

Crooks: Well, my closest ones that I worked with were Jim Wilson, who became the general counsel for the University of Washington, Sanford Petersky, Jay Sykes—(Jay is someplace back east. I don't know what he ended up with. He was an absolutely brilliant statistician. Just brilliant. He's the one who'd get all the voting patterns and we would pick the precincts, you see, very scientific.)—Jim Sullivan, who ended up in education back in Washington, D.C., is the executive officer of one of the smaller university organizations, American Association of University Colleges or

something like that. And he was a brilliant. And there were others. Those were the closest friends that I had, and we saw each other socially as well as politically.

McCreery: Did some of them work with you in Hugh Mitchell's office, then, during his campaign for governor?

Crooks: As volunteers, except for Ancil Payne. I didn't mention Ancil. He was Hugh's executive assistant. No, but they all worked for him. He was our ideal. And he and Henry Jackson, called Scoop Jackson, who was the congressman from the second district, Everett, were voted by somebody or other as two of the best congressmen in Congress. And so the story was that they decided to run for Senate and governor and who was going to run for which. Hugh was a real gentleman. We weren't great fans of Scoop's. And Scoop said he wouldn't compromise, he was going to run for Senate. So Hugh says, "I'll run for governor." Well, Scoop won the Senate race. It was a cinch. Whoever ran was going to get it.

[Begin Tape 2, Side B]

McCreery: You were just saying that to beat the incumbent governor is very tough.

Crooks: Very tough. There was a real—these were the McCarthy days, the early days of McCarthy. And the Democratic party was in disarray, as were the liberals. And we had a real nasty primary fight against a fellow who was not very nice and he kept calling Hugh a pink. And I know I got words back that this snippy high school guy that I knew was going around telling people I was a communist. I had enough sense to call him up and tell him if I ever heard that he was going to get sued. So he shut up. I never was. I was simply an idealistic person who believed in the Bill of Rights, which I still do. So by the time Mitchell came out of the primary fight with all of this terrible stuff on McCarthyism going on, there wasn't a chance.

McCreery: Bad timing.

Crooks: But we all fell in love with Adlai Stevenson. And on election night, about eight of us: Ancil, his assistant, me, Jim, my to-be husband, Hugh Mitchell and his wife, Pete, Jim Wilson, couldn't have been

more than ten, sat around listening to the returns. And we all wept for Adlai, not for us losing the governorship. We were in love with Adlai. I kept up my activities with the Democratic party until we moved down here in '54.

And my husband was very active. When I was working for Mitchell, the rare time I'd have a few hours off I'd go out with Jim and he was working very hard. He was a student, a GI veteran, at the university at the time. And he'd go out and pass out literature for Hugh. So for our courtship, as you might say, we'd go out and pass out literature together. [laughter]

McCreery: Well, maybe this is the time to ask when and how did you meet him? And give his full name for the tape as well.

Crooks: Oh, well, my husband's name is James William Crooks. And he was born in Covington, Kentucky in 1919. And he moved out, when his mother and father separated, to Seattle in the early thirties at some point. I'm not sure when—ten or twelve he was. His father [Lester Crooks] had been a major league ball player for the Washington Senators, which—coming from a businessman's culture—I just thought was neat. His father was a socialist and was active politically and campaigned for Eugene Debs for president. You can see Jim and I come from very different backgrounds.

And I met Jim when I was working at the University of Washington. I ran across one of my old skiing friends, Bob Craig, who was a climber and skier. I was not a climber. I was a skier. And he asked me to go to a play, Medea, with Judith Anderson, and written by Robinson Jeffers. And I said I'd love to see that and so I invited him over to my little tiny one-room studio apartment for dinner beforehand. And he said, over dinner, "I have a roommate who has separated and is getting a divorce, and why don't you fix him up with a date." So I did, with a gal I knew—I mean, the play was a real come on, you know. And one of the great plays I've ever seen. And so the four of us went to Medea, and the guy I made the date for was Jim.

And Jim was a climber first and a skier second. And so I was still skiing and so I would go up with Jim once in a while. He was teaching skiing as a supplement to his GI bill. He'd been in the 10th Mountain Division as a climbing and skiing instructor and he'd been in combat. And so I'd go skiing with Jim and other people. And we sort of slowly started to go together.

Crooks: And I had broken up with my friend Jack. I mean, I was back in Seattle, you see, and broken up again. And he had gone off to Europe. So, he was out of the picture again. And Jim did not want to get involved. He had obviously been very hurt and I had been, too. And so we were both very reluctant. And we just slowly got together and would ski and then he started—he taught me to climb and I started climbing with him. And it became a very, very nice romance, but a reluctant one.

I met him in the fall of '48 and it wasn't until he graduated and decided to come to California—because he was faced with just impossible family problems on his side—the question was whether I came or not. And in that day and age, you didn't go traveling across state lines if you weren't married. It was illegal. There was a Mann Act. And so the question was whether we got married or not and we sort of decided we guessed we would.

I did not want a formal wedding. I did not want my stepmother there. I decided this was one time I could do what I wanted to. So I went down and talked to my dad in his office. And I said, "Would you mind if Jim and I simply got married down in California?" And he says, "I think that's the way to go."

So, Jim and I came down here, stayed with some friends up on Oxford Street who had preceded us by a couple of years and started trying to find a place to get married and found out you can't get married in Berkeley. That took us a day and I was beginning to think Jim was going to get cold feet. I don't what he was thinking. Then we finally found that you had to go down to the courthouse in Oakland to get a marriage license and then they said you had to get a Wassermann test and you couldn't do that without a doctor. And we didn't know a doctor so we just finally said, to hell with it. We got in the car and went over to Reno and got married. It was very easy. You just follow the signs.

McCreery: So, your wedding day was—

Crooks: March 27, 1954. And I looked for a job at the University of California and got the first one they offered. We came down with a car and about a hundred dollars between us. And Jim started looking for a job in geology, and that means oil companies. And he just wasn't interested in working for an oil company. So, while he was sort of thinking about it, he started a small map business. His minor was

cartography. He had started out in the art school and decided he could never make a living that way, so he switched over to geology/geography. He did three-dimensional maps and didn't make much money, but we didn't need much.

McCreery: That's a nice mix of art and science, cartography.

Crooks: And we tried to get interested in politics here, but California politics have no relation to Washington politics. I mean, there's no organization. It's just a personality cult. There's no real official party.

McCreery: You found it so even then?

Crooks: Oh, yes. Oh, yes. I mean, you know, when Adlai ran in '56, we were out getting literature from the headquarters. And we would always work for people—Dellums—that we believed in, but there's no party to belong to here.

And so we did a lot of skiing, did a lot of climbing. Every vacation we went north and combined seeing his mother and my family in Seattle and a climbing trip to either the Canadian Rockies or the Tetons or Salmon River area in Idaho or the Cascades or something. Our vacations were cheaper than living at home. We didn't eat very well. That's why. [laughter] Gas was cheap.

So, I met Jim through a climbing friend. And he was a wonderful smart person. And he was amazing for his generation because, unlike my sister, he always accepted that I wanted to work and that I was serious about what I was doing. At one time when I made a big jump at the University of California, I did ask him if he thought it was a good idea, because for the first time I was going to make more money than him. And the way I was brought up, that even bothered me. And he said the only thing he cared about was if I enjoyed what I did. Very unusual, very unusual.

Most of my career until the last ten, maybe fifteen years, I really worked with men. And I never met one of them that was as "liberated" as Jim except for my friend Virginia's husband, who also is. But she's also a career woman. Well, it was a very special arrangement.

McCreery: Now you had made this transition from English literature to essentially business in an educational setting with the short stint at Chemi-Serve and so forth. I'm just curious about how you took to this and how it fit in with your natural strengths and so on.

Crooks: Well, I was always very good in organizing, and I was always very good in math. And I was a good typist. After my first job at the University of Washington at the Fisheries Research Institute, or the Business Research Bureau, I refused to admit that I did shorthand. I couldn't stand to take shorthand from a guy who couldn't speak the English language properly and use somebody else's thoughts. But I could type and I kept books. So I got an accounting book, and I taught myself accounting. And so when I came down here I had purchasing experience in an academic department and I had a little bit of supervision and I had a little bit of personnel work and I had a lot of typing and I had editing.

When I came down here, I took the first job I could get here, too. I worked at the library for six months, which I knew was not for me. It was as close to being in the Army as I can imagine. Mr. Coney was a very famous head librarian at UC Berkeley. And he ran that place—everybody was scared to death of him. I wasn't. But everybody else seemed to be and there was no fraternization between the librarians and the non-academic staff. And you had to go and ask for a key to go to the bathroom.

I thought he was rather funny. He would put out these announcements. And he didn't like the way the grounds and buildings department was keeping up the grounds and planting around the library. So, he issued an edict that you could spend your lunch hours gardening. And all these librarians did. I didn't. But he also issued some very funny ones about he didn't want the dogs drinking out of the water fountains anymore. But I knew it was not for me. So, I just started looking through personnel for something else.

McCreery: Well, let's back up just a little bit to when you first came to Berkeley. What exactly were your reasons for moving to California?

Crooks: Jim decided to move.

McCreery: But was he just in general terms picking that he wanted to live here? Was he coming for a certain reason other than that, do you know?

Crooks: Well, I'm not sure. While the University of Washington had one of the three top geology departments in the country, there weren't any geology jobs in Washington, which is sort of odd. And Jim had wanted to be a field geologist.

And while he was, I guess, I'm not sure if he had graduated or just before he graduated, he took a job with the U.S. Geological Survey up at Point Barrow. This was before the oil was up there. I said a tearful farewell to him for the summer. And he had gotten an ulcer not long after I met him. And he only lasted about a month and his ulcer started acting up. And they sent him home because they did not have proper care. And he was bedeviled with a bad stomach his whole life. And so he knew he could not be a field geologist. That's what he wanted to be.

And so there were jobs down here in geology because the big oil companies were down here, Union Oil and Standard Oil. And I don't know if that's why he came. Jobs were not hard to get then. You didn't worry about it. You might not get exactly what you wanted. But I knew I could always get a job as a typist. I was a good typist. So, he decided to come.

McCreery: And you had already lived in San Francisco for a time yourself.

Crooks: That's right. And his former roommate had moved down here. And so we were in touch with Al and Ruth. And so they said, if you decide to come down you can, you know, sack out with us until you find a place. So, down we came.

McCreery: Now where did you live, then, when you first came?

Crooks: We lived on Oxford [in Berkeley], the corner of Oxford and Virginia with Al. And then we found a place on Hearst across from the—just above North Gate—which is the smallest apartment I have ever seen in my life. And if you pull the Murphy bed down out of the closet you couldn't get across the living room. And if you put it up, you couldn't get in the closet. And we were rarely home. We didn't stay much time there and of course, we didn't have any money.

And so we found a place on Derby Street, right next door to where Andronico's is now, just off Telegraph across from Willard Jr. High. And the price was right. It needed fixing up and the man who owned it was an elderly gentleman, Mr. Vance. And he and Jim

really hit it off and Jim said, "I'd like to fix the place up a little bit." And Mr. Vance said, "You can take the cost of materials off your rent." So, Jim always rebuilt everything he ever lived in. So, we painted and we put a new floor in the kitchen. And it was a neat little place. And next to us, Andronico's wasn't there. It was an old farmhouse and orchard. And we were in the back of this unit. And so we had a wonderful place.

And then they started building Andronico's and we just simply knew we had to leave because it was so noisy and it was just terrible. So, we lived there from '54 until the week of Thanksgiving of '56. And we started looking around for a place. And my grandmother McDonald, my own mother's mother, had died and left me \$2,000. So we had \$2,000 in the bank.

And I didn't mention, but Jim—before he went to college and after the war—had worked as a journeyman carpenter. He can do anything with his hands, anything. He's brilliant with it. So, we started looking for places to rent or buy or a lot to build a house on. And it took us about ten months and we found this little house up in the hills above the Claremont Hotel on Drury Road which we bought with every single penny we had and two mortgages. And we lived there, until it burned down in '91, building on it all the time, remodeling, put in a full downstairs. It was a beautiful house. Jim was an inspired designer.

His cartography really wasn't going to go anywhere. Al—the friend that we had lived with, who we're still in touch with—was in advertising and worked for Beckman Instruments as their advertising manager. And he asked Jim to do their Christmas cards. Jim did homemade Christmas cards that were famous. And so Jim did this. And from that small beginning, Jim ended up as a commercial artist.

McCreery: Oh, really.

Crooks: Yes. So you never know where you're going to go.

McCreery: That's right. Did he work on his own primarily or with companies?

Crooks: No, freelance. Marvelous designer, hated the salesmanship part of it, just hated it. It was feast or famine. He either made a lot of money or didn't make any. And he worked at that until he had a major

health problem in the late sixties. And then he just simply couldn't, because if you miss a deadline, you're through.

But you never know where it's going to go just from typing and shorthand, which I forgot—I can still take it. I can't read it back anymore. Isn't that funny, the hand knows it but the mind doesn't. And teaching myself accounting. And I just ended up doing everything that they gave me as well as I could as my dad taught me. And I guess I had quite a bit of talent.

McCreery: Do you have any samples of Jim's graphic art left?

Crooks: No. Everything burned.

McCreery: Yes, and you're talking about the house on Drury Road as the one that burned in 1991 in the big fire.

Crooks: Yes.

McCreery: You had moved there in 1956 and then remodeled and added on. And so that was your home really all that time?

Crooks: That was our home. Oh, yes. Oh, yes. One time Jim had eye surgery and he went back to art because he couldn't climb and do anything physical for a while so he, for about six months, went back to painting. And I had about six of his paintings. He didn't think they were any good. I thought two were very good. And he collected fine art. He had a fine eye. Some of the artists that we collected made it big.

And he collected books. And we had a library of 5,000 books. I had to figure all this out for the insurance after the fire. First editions. And he became very knowledgeable. I read and he collected. He read, too, but he didn't read the way I did. He read slowly and not as much as I did, but he remembered everything. I'll read anything, anytime, as long as it's a good writer.

But he loved collecting books—it was a treasure hunt. He came from a very poor family. And during the depression, Jimmy went down to the dumps and collected things in the dumps to sell to help feed his mother and himself. And he loved to treasure hunt. And book hunting was a treasure hunt. He collected all of Steinbeck's things for me, most of which were first editions. We had a first edition of

the Great Gatsby. He had a great climbing library, which was worth a lot of money. The climbing books that he had—you can't get them anymore at any price. They've become so rare. I mean, we had books every place. We had a great music collection. He loved music. He always had music going, always.

McCreery: What kind of music?

Crooks: Well, when I met him, he liked popular and jazz. His dad was evidently a very good piano player. And I introduced him to classical. And so it was anything, almost. And the house itself was filled with treasures. The Bauhaus style, white walls. Jim used to say you could have a room that's totally white and put in one red rose and your eye will go right to it. He said, "Simplicity is art, Afton." I was very interested in this, too. In my first little apartment, the first thing I did was paint it. Jim was just an inspired designer. So, it all burned up.

McCreery: Well, going back to the early years, when you found that place and moved in and so on, I was kind of wondering about what you thought of Berkeley when you first got here. It sounds as if you didn't think much of the California politics.

Crooks: We thought it was dull!

McCreery: You did? [laughter] Okay.

Crooks: The University Avenue off the University of Washington campus was alive. And there were coffee shops. You could sit until two o'clock in the morning. On Telegraph Avenue in 1954, by eight o'clock, you could hardly even get a cup of coffee. It was dead. It was dead. When we weren't climbing or skiing or working on the house or I had my garden—I always had a garden—we would go to the city, to the ballet, to the theater, to dinner. We didn't stay in Berkeley. There wasn't anything doing in Berkeley. It was dead. The students were dull. It was a dull time. Changed, though.

McCreery: Yes. [laughter] Did you have trouble meeting other people? You mentioned your friends Al and Ruth.

Crooks: Al and Ruth. Through them we met Virginia and Frank Norris. And Virginia Norris was the first woman student body president of the University of Washington. She was a senior when I was a

freshman, but I didn't know her. Of course, there weren't many men there because it was during the war. And they were all gone. There were very few men, at any rate. And Virginia's husband, Frank Norris, had been a roommate of Al Young's. So, they introduced us to Frank and Virginia, who were living down here on Russell Street.

And Virginia was working for Clark Kerr. And she had worked for him at the University of Washington when Kerr had been a professor of economics up there, and I think she worked for him during the war when he was in Hawaii.

McCreery: But did he bring her here? Was that their impetus for coming here, do you know?

Crooks: I'm not sure. I could find out, but I'm not sure. At any rate, they were here and he had just become, in 1952, the first chancellor of the Berkeley campus. And Virginia and Frank and I just plain hit it off, much more so than Al and Ruth, who were good friends. Ruth is dead and Al is still a good friend, but Frank and Virginia had much of the same kind of a marriage that Jim and I did. Jim and Frank had an awful lot in common in their personalities, in their styles. They were both rather quiet men. Virginia and I are not quiet women. Most people think that Virginia and I are dominant in our marriage, which wasn't true at all. Quiet men can hold their own very well.

And Virginia and I have done many, many things. We went on all the peace marches together. She had two children, and she wanted a family. So she quit and Kerr wouldn't accept her resignation, so she made a deal with him that she could work at home most of the time, which she did.

And I can remember one time when the federal un-American activities committee was having hearings in City Hall. And they dragged the Cal students down the steps of City Hall and turned the hoses on them. Well, Virginia and Frank and I—no, Virginia and Jim and I went off and marched all day long while Frank stayed home and took care of baby Barbara. And Virginia's comment was, "Gee, I don't know if I should say this. If Kerr wants to find me, I'm over here at City Hall marching." [laughter] And Virginia and I marched on every peace march there was together, usually with Jim. Jim marched in them all, too, but sometimes he went by himself.

Crooks: So, Virginia had come from the same background I had and had sort of found her own way. And she is one of my dearest friends. We are soul mates. And we still see each other. We birded together, Frank and Jim and Virginia and I, for fifteen years, went off climbing together. Now they weren't really good climbers, but Jim was a master climber and he was our leader, so he got us up a lot of stuff.

McCreery: He could teach anyone to climb?

Crooks: Well, no, you had to have a little—you had to have the willpower for one thing. That's hard work. And so we spent a lot of time together.

McCreery: And you still see a lot of them?

Crooks: Oh, yes. Well, they now live on Point Reyes. Well, they live in Inverness and so it's not as easy, but we're in touch all the time. And when it counts, they're there. They helped me scatter Jimmy's ashes.

McCreery: Oh, good.

Crooks: And so they're just very special. And with Virginia and then my other friend Joyce Davis who worked with the University, I found women who think like me, sort of, and found there are role models. Somehow, my dad's teaching I felt I had to pass on in some way. If I couldn't teach, I could—when the women's movement started, I thought, you know, there's things I can do because I was in management by then. And you can be a role model. And a role model is very important. If there had been a role model when I was young, I would have had a lot easier time growing up. On the other hand, I may not have learned as much.

McCreery: Or done as much.

Crooks: You can't tell how you'll turn out.

[End of Interview 1]

[Interview 2: March 21, 1994]
[Begin Tape 3, Side A]

McCreery: We talked during the last session a little bit about your first job in the library at University of California. But I'd like to go over that territory a little bit again to lead into your other employment. First of all, how did you first decide to seek employment with UC when you came to California?

Crooks: Oh, well, after I left the University of Washington and went into politics and worked for the congressman and he did not win election for governor, I went into private industry. And while I did much of the same kind of work I had done as an office manager at the University of Washington, I found that I lost the interest in private industry. I just didn't have any interest in it at all. So, when Jim and I decided to move to California, I just went and applied for a job at the university. I decided that that was where my interest was. It was in higher education.

McCreery: What kinds of staff jobs were available then to someone—?

Crooks: For women, clerical. I had had, when it was not common at that time, a professional level job at the University of Washington as the office manager of the Fisheries Research Institute. I was at the highest level that a non-academic could get at that time for a woman. And I considered myself a professional although the terminology wasn't in use in those days. I just knew that I had experience in what I had done. And I'd had a lot of freedom at the University of Washington in my last job, being in charge of the Institute during the summer when all the men biologists were out in the field.

But we had to live and we had to have jobs so I basically took the first job that UC offered me, which was in the library. And it became very evident very quickly that this wasn't going to work out. I reported to Maryon Monahan who was a senior administrative assistant of many years—ran the administrative side of the office of the librarian—and a very forceful woman. I liked her and I respected her very much. She recognized and I recognized very quickly I was way overqualified for what I was doing, and it made her uncomfortable and it made me uncomfortable. And so I hadn't been there but a very few months before I went over to personnel and said I would like to get a transfer to something that had more responsibility.

McCreery: Just let me stop you for a minute. What kinds of duties did you have in the library?

Crooks: Oh, I kept their purchasing records and their time sheets and things like that. Those are what I remember, posting by the hour. And personnel had a very fine woman recruiter named Liz Crosby, a good deal older than me. And she'd sent me out on a couple of things, but none of them really worked out or I wasn't interested. She didn't send me on many.

And then one day she called me and said, "I want you to come over here." And she said, "There is an opening in the Controller of the Regents office." And she said, "They don't really know what they're looking for but I'd like you to talk to them."

So, I went over and I talked to George Stevens, who was the acting controller. The controller had died about four months before, unexpectedly. Mr. Stevens was a long term employee, sort of a crusty fellow. And it was clear he didn't know. They just had an open job. And then I was interviewed by Loren Furtado, who was the assistant to the controller at that time. And they said, well, they really weren't sure but they liked my background and if I was willing to take a chance, they were. And so I did.

The first months were very interesting because they sent me to every department. And I filled in on vacations and sick leaves at the clerical level. First I went to the accounts payable office and I did things like hand check travel vouchers to be sure that they were accurate and check purchase orders for payment. And I worked every desk in the place. But they were all clerical. It was all women, except for the accountant in charge. And it was rather hard. I didn't have a desk. I just never knew what I was going to do from day to day. It was very trying. But I worked very hard at it.

And then after about three months, they moved me over to the payroll department. And it was getting to be income tax time, so I helped them get all the W-2s out. And at that point, the university was totally centralized. All of the payroll for every employee of the University of California, regardless of where they were physically located, was paid out of this office. And we had manual files for every employee of the university, just banks and banks of file cabinets.

Crooks: So I worked there, and I did things like check personnel papers for payroll, check W-2s, help stuff them—it was all manual—run tapes on an adding machine to be sure that our batches all were in accordance with the payrolls before they were run and after they were run.

And after two or three months there, I was then transferred over to the endowments section. And that was a very interesting one. The head of that was Erick Erickson, who later became vice chancellor of business and finance for the San Francisco campus. And Erick was a very, very smart fellow. And he gave me an endowment that had not been reconciled for years. And I realized that was a really dirty task to give me. And it took me a week of solid work on just one little account to reconcile it. But I did.

By this time, we had a new controller, Raymond W. Kettler. Mr. Kettler's was the first room on the third floor of Sproul Hall and then his secretary's and then Loren's and then mine, which was also a supply room and library. But I had my own desk. And Erick was a chain smoker. The women were not allowed to smoke. And I tell you, the women's john was just blue because that was the only place you could have a cigarette.

And I came back from Erick's office where I had been meeting with him on this account and he had been smoking all the time, and I'm a smoker. And I came back and Ray Kettler wandered in and lit up a cigarette, offered me one and I said, "Women aren't allowed to smoke in this office." And he wanted to know why not. I said, "I don't know why not. That's just what I was told." "Well," he says, "I'm in charge here. Either everybody smokes or nobody smokes, but we're not going to have that kind of discrimination." Well, that's pretty nice.

After the endowments section, it must have been about budget time. And again, we had accounting offices on the campuses that then existed and they all reported to the controller. And so the budget was a big deal. And so they asked me if I thought I could do the budget, and I said sure. I'd done a lot of budgeting and financial stuff at the University of Washington and at Chemi-Serve, the company I worked for in Seattle. So, I got put in charge of the budget and a lot of financial detail, a lot of work.

Crooks: Then somebody had the idea and I don't know who it was—may have been Kettler, but I don't know—that we should have an office news sheet. And so I got the assignment on this. And I had my husband make a masthead for us called The Controller's News and I believe that a couple of years are in the archives in Bancroft. And so I started corresponding with people of the different campuses, at Los Alamos as well, and getting them to send in little newsletters. And I would write things.

And I suppose this was about a year. I had been unhappy enough with this never having a desk that I thought I should quit and then I thought, no, no, you have to stick it out a year and see what evolves. And by the end of the year, it was working out pretty well.

McCreery: Now who were you reporting to during the entire internship or did that change?

Crooks: Well, of course, they didn't call it an internship. That's what it was but I didn't use the term and nobody else ever did. They just had a vacant position and they put somebody in it and they didn't know what to do with me. So, they would just put me here and there.

But by the end of the year, I was into the Controller's immediate office on a full-time basis and I reported to Furtado. So, in essence, I was the assistant to the Assistant to the Controller. My title was administrative assistant.

At that time, women simply did not have anything but clerical titles. And this didn't surprise me. The same thing was true at the University of Washington. You had long-term women in the academic departments who really ran them, not the departmental chairs. The same thing here at Cal. But they were called administrative assistants and in the personnel classification system they were in the clerical system.

I can remember a discussion that took place at one point with Mr. Kettler and some of his key department heads in which they thought that they should upgrade the financial sophistication of the academic departments by getting young MBAs in there instead of these administrative assistants. I remember my reaction, although I didn't express it at that time, was that that was just appalling. Some of those women were the mainstay of the university.

Crooks: My position was very peculiar because I considered myself a professional. I didn't use those terms but I guess I acted that way. Ray Kettler and Loren were very good to me. They would give me increasingly difficult assignments. Some of the men did not accept me at all. And most of the women did not. I think they thought I was sort of uppity. And it really is more in retrospect that I can see that more clearly than I could at the time, because I just worked hard and did my best.

One of the fascinating assignments I got is that Olaf Lundberg, the controller who had died a few months before I got there, had been a meticulous note-taker and keeper of records. And they had a whole file cabinet full of his notes. He never made a phone call that he didn't make a note on. And they didn't know what to do with them. And they were a little afraid of throwing things away. On the other hand, they knew Mr. Lundberg very well and he was evidently very frank. He also had copies of all the executive committee minutes of the Regents which at that time were verbatim.

So one of my jobs, when I had time between other things that had real deadlines, was to read all this stuff. And so I learned a great deal about how the Regents operated and some of the very powerful Regents that had been on the board, like John Francis Neylan, who was not on in '54 when I came. But he had been the lawyer for the Hearsts and was a very powerful man. So, I learned a lot about the Regents and some of the things that were very important that they talked about and some of the things that were just absolutely—I just couldn't believe that Regents would be spending their time like that.

My favorite example was a very small greenhouse on the Davis campus, which at that time was primarily an agricultural school, and they were going to move it ten feet in one direction. And the Regents were debating the ten feet. You know, that really is sort of surprising. I learned a great deal about the university.

And then they had asked me when they interviewed me if I knew anything about filing. I didn't know why they asked me that. And I said, sure, thinking that anybody who can count to ten and anybody who knows the alphabet can file. And it turned out that Loren and Court Cornett, another department head, had gone to University Extension to a short class on what they called records management. This was a brand new profession that hardly anybody knew.

Crooks: Well, in due time, they asked me if I would do something about organizing their old files. Well, I found out what they meant was really something else again.

The old Roos Brothers store was where the student union now is—big building. The first floor of the old store was UC's accounts payable and their tabulating room, their IBM tabulating room. But the basement, which was very dark and had very little light and was very moldy, was filled with boxes and old file cabinets, some of them wood, many of them wood, probably all of them, some of them so old they would just start to disintegrate if you tried to pull a drawer out. And they had all the financial records back to 1868 there. They also had a huge room in the basement of Sproul that was similarly filled with records. And this is what they wanted me to do something about.

Well, I knew I was over my head and I decided I had better go do some research on what they had meant by records management. So, I went over to the library and started doing research. And I found one book that talked about records management from a professional point of view, and it talked about developing an index and sorting by classification in an index. It had some, very few, hints. It was a very small book but it was enough to get me started.

Well, I figured pretty fast that I'd better determine what was important and what wasn't. And so when I ran across the first ledger books of the university and their beautiful leather bound volumes and their Victorian script, I called over and got hold of May Dornin, who was the archivist. And so May would come over and we sorted out—I think she took something like the first twenty years of the ledger books and she sorted through all the early canceled checks. They had the canceled checks. And she'd give me a list of things to look for.

Then I realized we were going to have to make an aging schedule of what do you throw out and what don't you. It took me about two years in my off hours, you know, when I didn't have a deadline or something else. I'd put on an old smock, because it was dirty work, and go down and do a couple more drawers.

I figured out a very simple system, that if the full drawer was filled with junk, I would paste a pink slip on it. That meant to throw it away. And if it needed to be resorted, I'd put a yellow slip. And if it

was really important or archival, I'd put another colored slip because there were so many things that I would never have been able to write them down.

So, I went to Ray Kettler and Loren Furtado and said, "We've got to have an aging schedule. I shouldn't do this on my own." On the collections that I'd been able to identify, like all of the journals, which would be from 1868 until, well, that'd probably be about 1956 I was doing this. And so I started an inventory of the permanent things. And the accountants would have arguments about how long to keep them. And I'd run across the term vital record, which meant that you had very special protection for it. And we started to develop the first records disposition schedule that the university ever had.

McCreery: So, they had actually kept everything until then.

Crooks: Yes. Well, it would seem so. Yes, I'm sure not everything. I mean, they had telephone slips. [laughter] So, over a couple of years, we developed a records disposition schedule that aged certain things and the accountants would argue about, do we need to keep this five years or ten years or twenty-five years or permanently. And so we made up a schedule that identified which records were which, and very slowly. Then I could label those things that were to be destroyed.

And there was so much paper that I called around and found that there were companies that would buy your paper. But we also had some very confidential stuff. So I found that there were companies that would not only get rid of it for you, but they were bonded and they would sign a legal statement that they had destroyed this either through shredding or through chemical baths so that the confidentiality was destroyed. You have to be very careful on that. We were getting rid of a lot of payroll records. And a lot of companies just dump them in an earth fill and pretty soon you see all of these, you know, flying in the wind.

That was very interesting and it's how I ended up at the very beginning of the profession, becoming a professional records manager. And we costed out what we had saved. It was pretty dramatic because we had run out of space to file all this stuff. And so there was, in the capital budget, money for a 16,000 square foot building just for our records. And we canceled the order because we didn't need it anymore. And so we saved a lot of money. And that

sort of leads into a long story that I'm sure we'll get into here and there because when Clark Kerr became president, he was so impressed with this that he asked us to put in a program for the whole university, which we did, and it's still going.

McCreery: Okay. Did you throw away anything that you later regretted?

Crooks: No. I mean, you just can't imagine the mass of material there was. I'd always been interested in education, and perhaps being a lit. major—the way I study literature, you study history. I had a good sense of history, and you didn't have to really hit me over the head to tell me the first ledger of the university was a very important document.

McCreery: Now you worked with the archivist May Dornin throughout this project. And did you have any way of comparing what you were doing with what was being done at other universities or anything else to go on other than that first book you found?

Crooks: No, it wasn't being done in any other universities.

McCreery: I see. And tell me again, what was it that they went to at Extension that gave them this idea?

Crooks: They went to some kind of a class. Before I was hired in the controller's office, these two men, they talked about records management. They just were vaguely aware that there was a better way of doing things. [laughter]

McCreery: Yes. You continued to report to Loren Furtado throughout this period. What was his management style like?

Crooks: Loren was wonderful to work for. We had a lot of fun. If there was something to be done, I could volunteer and say, "I can do that." Or he'd say can you do this and I'd say yes. He gave me a lot of opportunities. And we had a lot of fun.

Loren is one of the best informed people on the history of California that I know and we had many, many discussions. He grew up in the central valley, is an Old Blue, a graduate of Cal. And we had a lot of fun talking about that. And we'd talk about religion. Times were much more—I mean, we worked very hard, but you had time to get to know each other. He was an excellent assistant to Ray Kettler. He

did beautiful work. Loren's a fine analyst. He did not do as well working with his peers. And that followed him through his career.

McCreery: Did you have much direct interaction with Ray Kettler?

Crooks: Oh, yes. Oh, yes. I mean, these three offices were right next to each other, and particularly with me having the library there in my office. Yes, I have great respect for Ray. We also decided on this records management program that we needed not only to get rid of old stuff, but to learn how to manage records as they were either received or brought into being so we wouldn't get into the same boat again.

And so I developed a system of a central mail room for the controller's office where material was logged in—this is simplifying—determine whether it required action or not. Kettler said anything that required an answer, he wanted to have a time put on it so that they were answered within a week or two weeks. This allowed us to set up a log that would remind people. And at the same time we reorganized the current files in such a way that the material was sorted as to its longevity at the time of filing, so you didn't have to go through this sorting a second time.

And we also went into a binding program so that the records, such as the journals and the general ledgers, were bound by us. And they were color coded. And they had disposition schedules attached right to them. So, it was pretty exciting, and it was new work. It was really—there wasn't anybody to really tell us.

McCreery: By this time, had they actually promoted you into another job or another title?

Crooks: Oh, no. Oh, no. No. [laughter] They gave me a lot of responsibility and opportunity to grow and to learn from the people I worked with, Court Cornett, who was head of systems and procedures, and Hank Yee was in charge of payroll. He died at a young age. Norm Mundell, who was the head of the general accounting department, who is still a dear friend who I see and have lunch with. So is Court, so is Loren, and Erick Erickson.

They were an amazingly talented group of people and I didn't realize how talented they were for many, many years looking back over all the other people I worked with. Loren, of course, went on to become an assistant vice president in the Office of the President. Erick

became vice chancellor at San Francisco. Mundell became associate vice chancellor at Berkeley. Herm Johnson, who was part of that group, became vice chancellor at San Diego. But women were not considered for such things. So, this very interesting time where I learned a lot went on and then Kerr became president.

McCreery: Okay. Is there anything else that you were working on during those early years where [Robert Gordon] Sproul was still president that you haven't mentioned? I know the records management was a very large project.

Crooks: Well, we didn't have anything to do with Mr. Sproul because the controller, the previous controller, Mr. Lundberg, as I have been told, had a real falling out with Sproul.

And Lundberg was evidently quite a legend in his own right. He was an immigrant from Scandinavia. He taught accounting on the Berkeley campus. And I've been told that he chose the best, most talented of his students to come to work for him. He was quite a legend.

And he had a falling out with Sproul. I don't know what for. It may have been power. I have no idea. And so there was a battle, as I understand it, and Sproul must have been losing some of his support with the Regents. And Lundberg got himself moved from reporting to the president to become the controller of the Regents, so we really had nothing to do with the president's office.

McCreery: Now, when Ray Kettler was hired to replace Lundberg, where did he come from?

Crooks: Purdue.

McCreery: Okay.

Crooks: And before that, another university. He was a first rate financial person. And he was very modern in his thinking. There was no audit program in the university. He developed the first internal audit program. Of all the people I've worked for, in some ways, Ray, for the job he had, knew it better than anybody. He was the kind of a guy that if you got stumped, you could go ask him a question and he'd know the answer. He also loved what he was doing, and it showed.

McCreery: And how was his work received around the campus?

Crooks: Oh, up until the time of decentralization, when Kerr became president, he was very well regarded. But then Kerr became president, and we'll want to go into that in some more depth.

[Begin Tape 3, Side B]

Crooks: There was no financial office for the Berkeley campus. There were on each of the other campuses and they all reported in to Ray. But there wasn't any for Berkeley. There was simply the controller's office. The organization at that point was: there was the Office of the President, that was Dr. Sproul, and the next person in charge was Jim Corley who, I think, had a title of vice president of business or something like that. But he was sort of the second person. And then there was the secretary and treasurer of the Regents, Bob Underhill. And they made sort of a triumvirate of power. There was really, basically no general counsel's office. There was one part-time lawyer.

So, you had the business side and everything else reporting to the president. Clark Kerr was chancellor, but Dr. Kerr seemed to think that he was the chief executive officer for the Berkeley campus. But Sproul never let him do anything like that. I know this because my best friend, Virginia, was Kerr's assistant at that point, when he was chancellor. They had a business officer on the Berkeley campus, Bob Kerley, who reported both to Sproul and to Kerr, which didn't satisfy anybody.

But the controller's office, which was the whole financial management at the university—not the budget side, but everything, all the rest of the finances—was a thing of its own. And Olaf Lundberg was evidently a very powerful man. And Ray ran it very well.

I know one of the stories about Olaf was that he had put in one of the very first mechanized accounting systems in any higher education. And the basic structure that he had developed way back—well, I don't know what way back means, early forties—still was in place and was still viable, the basic structure of it. I know the accountant, Norm Mundell, talks about this. Norm was a great financial expert.

Crooks: So, Ray—oh, there was a little bit of a problem. George Stevens, I think, resented not being made the controller. He had been acting. He was a long term employee. Ray was not very old when he got this job. I think he was only about forty-two. And he was changing things. And I suppose there was some resentment here and there. But being a part of the immediate office, I didn't see that. It was at a time when people didn't question authority, man or woman, to speak of.

So, this kind of a job that I had turned out to be very comfortable. I knew that I was underpaid but there wasn't anything you could do about that. Every other woman I knew—Virginia Norris was the executive assistant to Clark Kerr as chancellor, and she was an administrative assistant just like me. So you sort of accepted it because there wasn't any alternative.

But then Kerr became president against all odds. Ray Kettler was delighted. I was delighted. I think a lot of people at Berkeley were delighted. The Office of the President wasn't, because Kerr had fought on the loyalty oath issue when Sproul was the president. There had been a break there, and then added to that, the lack of clarity of what a chancellor was. So, we thought it was really a very poor chance that he would be president. And I remember the day it was announced.

McCreery: It was a surprise.

Crooks: It was a delightful surprise. I believe that the Regents had contracted before Sproul left with Cresap, McCormick & Paget to do a management study of the organization of the university. But it was not issued until Kerr was president.

And I will never forget—now Ray was still reporting to the Regents, not to Kerr—and Ray went to a meeting with Kerr and some other people and came back and said, "We are going to decentralize," and he handed out to us a list, because his unit heads met with him and that included Loren, of course. But I also got included as part of his immediate office. And he handed out a list, and I can't remember if there were fifteen or twenty-five tasks to do. And he said, "We are going to accomplish this within a very short period of time." And he assigned each of these people responsibility for one or two or three of these things.

Crooks: I can give you an example of how far ranging. It says, "Decentralize the payroll system of the university." Now, in order to do that—I got on that task force—in order to do that, you had to write a whole new payroll system. So, Court Cornett, the systems man, was given the responsibility to develop a new system.

We also had to write instructions of how to run the payroll because nobody on the campus had ever run a payroll. We had to issue instructions to all the personnel offices throughout the university to forward their personnel forms to a new office on their own campus. We had to train people. And last but not least, we had to go through all of these files on every employee of the university and, literally, manually stack them into—I forget how many campuses there were, there weren't nine then, and Los Alamos and Lawrence Berkeley—into different piles and box them up and ship them off.

That was just one of the tasks. And Ray was absolutely behind it. And I think my memory fails me a little bit. It seems to me we accomplished all of this within a couple of months, with great enthusiasm knowing we were doing something. I've compared it to the closest that I would ever be to Franklin Roosevelt's first hundred days. It was very exciting.

So, the whole financial thing was reorganized and I thought that everybody else was doing the same thing. One of the other things we had to do was to establish an Office of the President financial office and a Berkeley campus financial office. And that's where some bad feelings started. Ray picked who he wanted for the Office of the President. He was going to the Office of the President. And there were some of the ones that were left in the Berkeley office that felt that they were second-raters, whether they were or not. Very understandable. Two of them, Norm Mundell and Erick Erickson, were left behind in charge of the Berkeley office, and Norm became the chief accounting officer for the Berkeley campus and Erick became the assistant chief of accounting. But there were some hard feelings.

There were some hard feelings in some of the campus accounting offices because they had reported directly to Ray and all of a sudden they were reporting to chancellors who were being established and had never heard of them. And some of these people had established their reputation over many years and it's sort of like a whole new job and reporting to somebody who's never heard of you. And I think

Bob Rogers at UCLA had some resentments there. He's the only one I'm really aware of. It was very interesting.

And one of the other things we had to do was—University Hall was under construction. And it had been designed to hold the controller's office as it had been under Sproul. And the physical layout of it was designed for a huge payroll office and a huge accounts payable where vendors would come. Well, we didn't have those offices anymore. Those were all left in Sproul Hall.

So we had to, while construction was going on, we had to redo a lot of it. And I got assigned to be—Loren and I were—in charge of space. So, I got into space allocations and I tell you, that is a thankless job and I didn't know it at the time. There is no way to make everybody happy when it comes to space, no way at all. None.

So, we moved in to University Hall, I think, in January of '59. I may have my dates wrong. The building was not finished. We were, I think, the first occupants. We lived around jackhammers on the floor above us. But I think Ray probably wanted to force the move as fast as he could instead of letting it fester.

McCreery: Can we go back, for a moment, to when Clark Kerr first took over the presidency? Do you know much about how that decision was made or how it was received by the public?

Crooks: No, I don't. I just know how it was received by me and my colleagues and friends. We thought it was great.

McCreery: Had he had some designs on decentralization as chancellor at Berkeley?

Crooks: Well, you don't chat with Dr. Kerr. I've known him for all these years through Virginia and I still see him once in a while. You do not chat. Nobody chats with Dr. Kerr. My own feeling is that in his experience as chancellor, where he thought he was in charge of things and then found out he had little authority, he totally believed in having a chancellor as the head of a campus and that the Office of the President was a policy making office. And we always knew that was what our mission was and, of course, everything for the Regents. And so he embraced the CMP report thoroughly.

It took me a little while to find out that Mr. Corley, who was supposed to be doing the same decentralization thing over on the business side, wasn't doing it. He became Vice President of Business, and Ray's title was changed at a certain point from Controller to Vice President of Finance—there had been evidently competition between Corley and Lundberg under Sproul. And I became aware that there were not good feelings between the two offices. And it became very clear that Mr. Corley was not being supportive of Dr. Kerr. I don't know all the ins and outs of it but we were small enough then, the Office of the President, that you had to work with all the other people, and it was fairly obvious there was not good feeling and that Corley was dragging his feet.

And then the story came out that he was also the university's representative to the legislature, and was evidently very good at it, had a lot of influence up there. And this may be a myth and not fact, but as I've understood it, he carried the fight to the legislature and was trying to undercut Dr. Kerr with the legislators and the governor. And at that point, the Regents said, "That's too much."

McCreery: And the governor then was—?

Crooks: Pat Brown, I think.

McCreery: That sounds right.

Crooks: So, Mr. Corley took an early retirement. There were only, I think, three vice presidents [including Agriculture]. Well, no, that's not right. They built up the general counsel's office, and Thomas Cunningham was the first general counsel and he also had the title of vice president, so he reported both to the Regents and to Kerr. And that didn't work out very well, so he ended up, at some point that I have forgotten, being just general counsel of the Regents. Underhill was the treasurer. Marge Woolman became the secretary. She had been in Underhill's office. Was there another vice president? I don't think so. But it was a small place.

McCreery: How would you compare President Kerr's management style with President Sproul's?

Crooks: Well, I can't because I never worked for Sproul. I know everything came to him. I've been in his office. I've been in Agnes Robb's—his assistant's—office. They were stacked to the gunnels with paper. I've

been in to Ellis Groff, the budget officer under Sproul and stacked—I mean, it was just sort of a paper nightmare. And the general feeling was that nothing was moving. Sproul had been a great president but times had gotten much more complex, with a lot more paperwork, a lot more of this, and the system wasn't working.

Kerr and Harry Wellman as his executive vice president were a wonderful match. Kerr is very austere. I think we had the same conversation for years even though he borrowed me quite a number of times to come up and work on special projects for the president, and Ray Kettler was happy to have me asked. And so I knew him but we had the same conversation.

He'd say, "Oh, Afton, how are you?" I'd say, "Fine, Dr. Kerr." He'd say, "Are you taking care of everything on the fourth floor?" And I'd say, "I'm trying." And that would be the end of the conversation. And one day I saw him twice. [laughter] And you just can't have the same conversation a second time so I said, "I understand you're going to go to Greece and go sailing." He said, "Yes. I went sailing with Virginia in Lake Washington"—this is Seattle—"many years ago." And he says, "We tipped over and I had to swim to shore. Goodbye." [laughter] You didn't see much of Kerr because he worked at home most of the time.

McCreery: Oh, so he really wasn't visible around the president's office?

Crooks: Well, but no, he'd come in for meetings and things like that. His staff would take him out work every day and pick up work every day. But you sure knew he was around because you got little directives with his tiny, tiny little green handwriting saying "Clark Kerr" or a "CK" with instructions. He met with Kettler on a regular basis. We knew what we were supposed to be doing. We knew where he wanted to go.

And of course, it wasn't too far into his presidency that we started developing new campuses, primarily Irvine and Santa Cruz as brand new ones, the expansion of San Diego, the expansion of Riverside, the expansion of Davis. And of course, those were years of work. I know Ray Kettler thought the world of him, had great respect for him, as do I.

Crooks: And Harry Wellman, who was a wonderful man—you could chat with Dr. Wellman. He was very formal. He never called a woman by anything but her formal name. I was Mrs. Crooks. But he's very warm. His door was always open. You could just walk in. And Ray always used to say, "I'm going up to my other office," when he'd go up to see Wellman. They were very, very close. Those were very interesting days.

Some decentralization things were going on in other areas. I didn't find out for almost decades that some things had never been decentralized, like academic personnel. I didn't find that out until, what, the early eighties. I was amazed. The business side really didn't decentralize until Corley left, not really. And I guess Elmo Morgan came in, in place of Corley, if my memory's right. So they were very interesting days.

Ray, then, had a tragedy in his life. His wife, Dorothy, who was a wonderful person—and they had two boys—got multiple sclerosis. They couldn't diagnose it for a long time. And she'd hit plateaus and then get worse. And Ray never gave up hope. And he always said she was his best adviser, his partner, nobody gave him better advice than Dorothy. They were very devoted.

And she finally went into a coma. This was after some years in which he was working very hard and doing very creative work. And the doctors told him he simply had to give up hope. She was over at UCSF. She was in a coma for about three months and Ray gave up hope. And she came out of the coma paralyzed, and he went to pieces. He could not handle that.

And by this time, I was the assistant to the vice president, which we haven't talked about yet. And for probably a year or so, Ray would sort of live a pretense. And particularly Court Cornett and I backed him as much as we could. And oddly enough, I could sign his signature as well as him. Our handwriting was almost identical. And on things that all of us knew had to be done, I'd sign his name. But basically, he'd go in his office and shut the door and not come out. And he finally resigned. I'm sure probably Wellman and Kerr asked him. And I was afraid he was going to just end up in skid row or something. It was very, very sad. He's a very smart, capable person who just would say, "Don't we have fun doing these things!" It was very sad.

But he went overseas with a consulting firm. I think it was Iran. And then he came back and he ended up as vice president at SUNY [State University of New York] and did very well until, I don't know when it was, he had to take a medical retirement. He got a very, very serious illness and I'm not sure what it was although, I have been in touch with him. He died only about two years ago.

McCreery: Did you ever see him in New York or anything?

Crooks: No. He and Dorothy were divorced, which a couple of his men friends that were very close to him never forgave him for. He always supported her. But she was totally paralyzed and the emotional instability, I guess, with this illness is terrible. And he married a widow who had been the head of personnel at Riverside campus, Phyllis. I don't remember her last name at the moment. And when he had to retire medically from SUNY, they moved back to Riverside. And they have been there until he died just I think a year or a year and a half ago. I've seen him about three times down at Riverside. And the illness he had had something to do with his mind and so I wasn't sure if he would know who I was. But he did. I have very happy memories. Loren Furtado, going back now a little bit, had really been Ray's protégé, and Ray really pushed Loren.

And after Kerr became president and Kettler became vice president of finance, they had to do something about some of Sproul's people. Ray came down one day from the president's office, or Wellman's, or both, and said, "We have to transfer or lay off everybody in the budget office and start from scratch." And he says, "I'll take all of the men professionals and you get the nice job of dealing with the women clerical staff." And so I was able to get each one of them transferred, to at least have a job.

McCreery: How many were there, about?

Crooks: Oh, I don't know. It seemed to me the ones I had to deal with were about nine women. And so Ray recommended to Kerr, and he agreed, and to Wellman that Loren become the budget officer. And so the assistant to the vice president's job opened up. And you know, recruiting then was not like it is now. It was very informal. And Ray asked me if I thought I could do the job. And I said, sure. I'd practically been understudying it, you know, for quite a number of years. So he said, "Okay, I'll check it with Dr. Kerr." And Dr. Kerr said fine.

Crooks: Ray told me to fill out the papers and he'd sign them, so I sent them. And this jumped me from an administrative assistant to management.

And the forms came back from the non-academic personnel office rejected. And of course, one of my jobs as the assistant to the vice president was personnel. And so I asked them why they were rejected, which is a little awkward when it's your own friends. They said, "You can't have that kind of a jump."

So, I went in and talked to Ray. And he says, "Afton, that's your job. You go tell them that's what I want." So, I went back and they wouldn't budge. They offered a five percent increase and a jump in title but clearly not into the management. So, I went back and said, "I did the best I could, but Ray, they're not going to do it." So, he went to Dr. Kerr and on my personnel forms at the university is my change of status form that changed me from an administrative assistant to Assistant to the Vice President—Management, per Clark Kerr.

And at that point—I think at some point you asked me, Laura, if there were any other women in management—the only ones that I can think of are my friend Virginia Norris, who was assistant to the president, and Gloria Copeland, who was also an assistant to the president, and me. Marge Woolman was secretary to the Regents. And that was it, as far as I knew. And my job as an assistant got me out to the campuses a lot.

McCreery: When was this?

Crooks: I think it was January 1 of 1959. We can check that, can't we?

McCreery: Yes, I think that sounds right.

Crooks: Yes, that's right.

McCreery: That's when the new job took effect.

Crooks: Well, I guess Ray still had the title of controller at that point. And in 1960, I became the assistant to the vice president of finance because Ray's title changed, so therefore so did mine. [laughter] This was the history of my career. I was with each vice president, their titles would change, my title would change. Sometimes they'd be vice

president of finance, sometimes they'd be vice president of business and finance, and sometimes they'd be vice president of administration. And they inherited me. I served a lot of vice presidents on the administrative side.

So, Ray left. And I have fond memories. He loved what he was doing. He was an expert in what he was doing. And he never paid any attention to what you looked like. He only paid attention to could you do the job and were you creative. And so I guess it never occurred to him that he was doing something terribly unusual in giving me a management job. It certainly surprised a lot of people.

McCreery: Was there any difficulty on your part in deciding to go into that job? Any reservations?

Crooks: Yes. I was concerned on what my husband would think, because you have to realize the environment that I had grown up in, you know, no role models. The only women I knew who worked were teachers and they were considered old maids and didn't have any choice. A man was supposed to be the breadwinner. This would have given me slightly more salary than Jim was making as a commercial artist and that bothered me. I didn't talk to him about it. I talked to Frank Norris about it. And he says, "Why not?" And I guess I finally asked Jim if he had any reservations about me taking such a big jump and he says, "No, the only thing I care is whether you're happy and doing what you want. And I know you've been underpaid all these years."

McCreery: So, he was happy that you had that opportunity.

Crooks: Oh, yes. Oh, yes. He was amazing that way.

McCreery: But you didn't have reservations about taking the job itself.

Crooks: Oh, heavens no.

McCreery: I'm sure it was exciting.

Crooks: I was very pleased. I was excited. I knew I could do the work. I'd been doing part of it.

McCreery: What was the size of your staff, then, when you entered management?

Crooks: Well, let's see. It evolved, Laura, so I'm not sure, over a period of time. We had a central records section so when we came from Sproul Hall and set up, we brought the records management program with it and we revised it for a policy office instead of an operational office and we set up a central records system. We set up central purchasing. We set up central departmental accounting, had personnel forms, generally central administrative.

And the thinking of Ray was that you would hire people and train them so they did their jobs very well in the general accounting office or the computer office or the internal audit office—they only had to worry about their functional area. And they didn't have to have administrative expertise. We weren't that big. Over the time I was an assistant to that particular job through several vice presidents, my staff reached a maximum of about twenty-eight people from junior male clerks on up to the top level of professionalism.

[Begin Tape 4, Side A]

Crooks: I want to go back on one thing I said about going into the management program in 1959. There was not a management program, a formal one, at that time. That did not come into place until 1964. But it is clear that it was a position of real responsibility in what we would now call management. But they just didn't have a formal management program then.

In '64 they established a formal management program, separate from what was then called the non-academic staff. You had clerical, you had technical, you had professional, and then you had management. That type of distinction did not exist in '59. You were either non-academic or you were academic.

While the decentralization and the reorganization that went with it and all of the exciting things were happening in the Office of the President, there were other things that were going on at the same time that were fascinating. The Santa Barbara campus was established, I think, in '58. It had been a teacher's college as I recall. And so there had to be chancellors, and I didn't get involved in that.

Crooks: But then, San Diego and Davis started to come in on line in '59. Now Davis had been an agricultural school and San Diego was simply Scripps Institute of Oceanography. And the decision was made to expand them. And first San Diego started taking graduate students, which they had had in oceanography, but they started to expand the graduate program into other disciplines besides oceanography. And then the decision was made to make it a general campus with full disciplines. And Ray would send me down there to meet with different people on a variety of subjects, sort of as his emissary, or I'd travel with him on occasion or with other of the people from the Office of the President. Same thing was happening at Davis, where they were expanding.

And then the part that I was somewhat more involved in was the decision to have two whole new campuses. And for a couple of years, the question was "Where?" And Ray was on a task force for this, and he would go off on meetings with Regents and the president and it got down to either Santa Cruz property or the Almaden property out of San Jose. And I remember Gloria Copeland and I went down to Monterey one weekend, the two of us, and we had a map and we drove to the Cowell Ranch. That's all it was at that point was the Cowell Ranch. We had to get very specific instructions and we had to climb over a fence and we had a wine and cheese and bread luncheon in the middle of this cow pasture, which is now the Santa Cruz campus.

The first time I went to Irvine, all there was was one mobile home. And Danny Aldrich had been the Vice President—Agriculture, very powerful within the Office of the President. The history of top university administrators coming out of agriculture precedes me by many, many years. And so Danny was chosen as the first chancellor before there was a single building. And I think there were three employees. Dowrene Hahn, who was his assistant, I think, became a long-time colleague of mine and we're still in touch. And all there were were these empty fields.

At every Regents meeting there were long discussions. And one of my jobs with Ray was to assemble all of the material and the background material and make an historical record of it. Before a Regents meeting, one of my main jobs for many years as an assistant to the vice president was to brief them before they went to the Regents and be sure they had everything that they wanted and they needed, and I got it if it wasn't there. So, that was very interesting.

Crooks: And then at the same time, the State of California master plan for higher education was being developed. And Ray was one of the key players on one of the major task forces on that. Clark Kerr, of course, was a major, major player. And this is a unique document. Nothing like it had ever been developed in the United States.

And out of this came Kerr's idea of multiversity and there's a book on that that he wrote and my friend Virginia had a great deal to do with the three-tier concept. The plan spelled out that the role of the University of California was to be the graduate school, the research arm, and the professional schools. The state colleges were to be the four-year schools and the community colleges were to be the two-year, both for trade and for those students who didn't meet the standards for admission as a way for them to get two years of university work and then transfer to the university. It established that the University of California would accept students from the top twelve percent of academic high school graduates within the state, which still stands. It also established the coordinator of higher education office in Sacramento.

And the plan had a lot of underlying ideas, and they were just very exciting. One, it defined what the roles were for the three segments of higher education, which had never been done. It said that the state colleges, which are now the California State University system, could not give professional degrees. They could not give anything beyond a baccalaureate unless it was in conjunction with the university. Now, that created a few problems because some of them already had done that. They were all in competition with each other. It said that our budget requests from the three segments would go through the coordinating body of higher education in Sacramento, who would make their own recommendations so that we would not compete with each other.

This plan was so successful that it was adopted by a lot of other states to bring some order to what had just grown. And I should know all of them but I've forgotten. I think Wisconsin did. I think New York did. A lot of them. But it really was a major step forward in higher education in the United States. And Dr. Kerr was really sort of, I think, the guiding light behind it.

So, Ray Kettler was involved in all of these things, with the new campuses going on and our own reorganization. And they were very heady times and so I, working one on one with Ray, saw all of

this and also by the sort of special assignments that I got, odd ones. My husband was a marvelous designer. And one of the things he had done as a hobby, although in Seattle he did it professionally a little bit, was interior design. And Dr. Kerr borrowed me to design his offices in University Hall. And so I found that he liked the same style that Jim and I liked, which has really come from the Bauhaus style of design. And I knew and Jim knew who did that, and so I called up Knoll Associates in San Francisco and Gloria and Virginia and I went over. So I helped them design the whole suite for the immediate Office of the President on special assignment. I mean, it was a lot of fun, you know. It was gorgeous. [laughter]

McCreery: What did you put in there?

Crooks: Well, Dr. Kerr did not like desks. And so his work space was a round table, wooden, what you would now call Danish style but you didn't then, no drawers. Behind him on one wall was a wooden credenza, low, and over that was a hand designed and made Chagall tapestry of "Let There Be Light," which was just magnificent. I don't know where it is now. I mean, it's just worth a mint.

And then over in the informal part we had Mies van der Rohe "Barcelona" chairs, four of them, which are very, very famous. They are still made. They are one of the great classic pieces of furniture—with a van der Rohe table between them, which is glass, and about two or three Ansel Adams photographs. And it had cork floors. We may have had a rug under the van der Rohe chairs. I don't remember. So, that was a lot of fun. That was a lot of fun. Those were very, very exciting days.

McCreery: Can we go back, for a moment, to the adoption of the master plan for higher education?

Crooks: Yes.

McCreery: Now, my notes say that it was adopted in 1959. So, that kind of coincided with the start of this enormous reorganization and decentralization. Do you know—were those plans actually addressed in the master plan for higher education?

Crooks: I don't remember. I sort of doubt it. I don't remember.

McCreery: It's interesting that it all began happening around the same time.

Crooks: Well, there was a great deal going on.

McCreery: Do you remember anything about public reception of the master plan for higher education?

Crooks: Oh, it was very well publicized and it was a major story throughout higher education in the country.

McCreery: Was there much controversy surrounding it?

Crooks: I don't remember any. I supposed there was. Any change will have controversy. [laughter]

McCreery: Did your office, then, have much direct interaction with Sacramento, say, in the first half of the sixties?

Crooks: Ray did because when Loren Furtado became the budget officer, he reported to Ray. And of course, his job was to go up and present the budget. And so Ray went up with Loren. I didn't. And Dr. Kerr would go on occasion. And I know Ray went up to the Coordinating Council on Higher Education a lot. I didn't.

McCreery: But you had some involvement in preparing the budget.

Crooks: Not the university budget. I was responsible for the budget for the vice president's office. And that would feed into the budget office and then I'd have to negotiate with Loren to see if we could get everything we wanted into the university budget. And then it would have to go through the president. And then it would have to go to the Regents. And then it would go to the Coordinating Council of Higher Education and the governor. And the governor would put in his own budget and the Coordinating Council would make their comments on our budget as well as the community colleges budget and the state budget. That was the way it worked.

But anything Ray was involved in—for instance, all of his mail—he had go through me. He did not open his mail regardless of what it was. He wanted me to open it. And I had the authority to either send it to him or decide if it went directly to a unit. So, the whole top level of work crossed my desk.

I was also the head of the administrative central unit so I had people who did accounting and personnel work and the record system,

things like that. And as things got more complex over the years—my, I call her my deputy—Joyce Davis became the head of the administrative central unit. And I spent increasing time with the vice president because it was just very time consuming. She was the best professional I've ever worked with in my life.

McCreery: Oh, that's a nice compliment.

Crooks: She had been the administrative assistant at the Virus Lab under Dr. Stanley. And an interesting insight into two very famous people is that at one point—this was in the sixties so I'm jumping ahead a little bit—the head of my administrative unit had transferred, and so I was recruiting, and she applied. And her name was then Joyce Hendrickson, and she was very well known on the campus as one of the real strong women who ran departments. And she had worked for Dr. Wendell Stanley, who was a Nobel laureate. Well, Dr. Stanley was about to retire pretty soon and Joyce had recently been widowed at a young age. And she decided that it was time for her to make a change. And I remember interviewing her, saying, "You can have the job if you want but you know, you're really sort of overqualified."

Well, the next thing I know is Dr. Wellman called me into his office and he said, "Mrs. Crooks, I thought I should tell you that Wendell and I were having lunch at the Faculty Club and he wanted to know if you were a good person to work for." And he said, "I told him that you were." So, Dr. Stanley, who thought terribly highly of Joyce, wasn't about to let her transfer without checking out who she was going to work for. I always got a kick out of that. [laughter] So, I guess I passed muster and Joyce and I were a great team, a great team. We had a lot of fun together.

McCreery: And you were supervising a fairly large staff by that time?

Crooks: Yes, by that time, we were probably well over the twenties.

McCreery: Okay. Is this a good time to ask you about the archival program that was established for all the campuses that didn't already have one? Was that about 1962 or so?

Crooks: Well, yes. I have to start with the records management program. We thought that was such a good program, Ray Kettler and I, that Ray asked me to write a letter to the president and suggest we put in

a records management program throughout the university. And back it came. And we asked for money to do it with. And back it came with Dr. Kerr's little green, tiny handwriting saying, "I think it's a good idea, but I can't give you any money." So, Ray and I said, "Well, let's see if we can do it by the seat of our pants." So, I put together a plan. Dr. Kerr said that the chancellors would have to approve it. By this time, chancellors were in place.

McCreery: Just a side note. What would the money have been used for?

Crooks: A staff person, because I was already very busy. So, I developed a paper and a little talk and Ray sent me to each of the campuses and invited the chancellors. And in some cases they came, much to my horror. In other cases, they sent their top administrators and I explained to them what records management was, professionally, what it could do for them as a campus, how they could put it into place and that they had to indicate to Ray and the president whether they wanted to go ahead. Well, all of them said go.

Then I put together a records management committee and we asked each chancellor to appoint a senior member. We'd said, "If you don't have top management, forget it." And so we had a fantastic committee. I think almost everybody on there, most of them, were vice chancellors of finance or business. That was the typical member. And my idea was that we would elect our own chair. Chuck Young was then the executive assistant to Chancellor Murphy. And he was the representative to the committee.

McCreery: And do you remember who the other members were at the time?

Crooks: Well, no, I guess Chuck wasn't. Yes, he was to begin with. Then he decided after the first year that Bob Rogers, who was the chief financial officer, was to be the member from UCLA. Larry Jacobs was from Santa Barbara. He was the accounting officer. Herm Johnson was from San Diego. He was vice chancellor. I think Erick Erickson from San Francisco was a vice chancellor. Who was from Davis? Oh, I've forgotten his name. But he was the vice chancellor [Art Small]. Norm Mundell was from Berkeley. That's most of them. It was a wonderful committee.

McCreery: And you decided to elect a chair.

Crooks: Yes. That worked for one year. And then—I think I was the only woman—they elected me. After two years, when we had an election, they finally said, "This is silly, Afton. You're just the permanent chair." I was the chair of that committee until I retired.

McCreery: Starting in 1963. Wow.

Crooks: Of course, the early days were very heady because we really started with nothing, and so we had very meaty discussions. We developed disposition schedules for all of the campus records. And then, I forget which campus—one of the southern campuses—had to go out to all their departments, you see. We were basically trying to take an inventory and one physical education department on one of the southern campuses took it really seriously and they inventoried everything. And it blew our whole system to pieces. So our discussion at that point was, "There is no way that we can sit here as a policy and a central committee and deal with that kind of detail."

So we changed the rules that we would only develop disposition schedules for records that were found at least at two or more campuses. And so we zeroed in. We went through the financial records first because we had the basis of our own work and the controller's office and in the vice president's office to start from. And we had a lot of financial people on the committee. And then we'd go on to other ones. We ended up in a terrible battle after a few years on the registrars.

Now, the history of the registrars in higher education is very interesting because in the early days, whatever that means, way before my time, they were considered one of the key officers in higher education, like a vice president or a vice chancellor or something. And over a period of time, they had become more and more down the echelon. But the old-timers were still fighting for that.

When we decided we would now tackle student records—we had done personnel records—the registrars just raised hell, told us that it was none of our business. And we had about a year and a half negotiation with them, which came to naught.

Now, this is interesting because you would have a registrar, say, on a campus with a vice chancellor on the committee saying, "This is what you're going to do," and the registrar not doing it. And finally,

very reluctantly, we tried everything we could to convince them. They wanted to keep everything forever and we said, "You can't do it. The university can't afford it." And we would try. We had special groups of the most tactful people that we had on the committee to meet with the registrar's representatives. All of it was to naught. And we finally went to the chancellors. And the chancellors ordered them to do it.

McCreery: How dramatic.

Crooks: Yes, that was our most dramatic moment. So, over a period of time, the committee really completed inventories and disposition schedules, which were quite specific, including form number. Well, the computers just started to ruin our work. And all of a sudden, form No. 10 wasn't form No. 10 anymore. A computer was spewing out something else.

So, at a certain period of time over the years, I said, "We're going to have to go to generics," which we had fought. We had decided not to go to generic terms. We were going to be specific enough. And so we redid it, oh, I don't know, about ten, twelve years ago and because it was getting about two inches thick and very hard to use—of course, we had cross references throughout it. You know, subject indexes and that, and we went to a generic one and we reduced it to about half an inch.

McCreery: Can you give me an example of a generic term you used to replace a more specific one?

Crooks: Yes. What was the form? There was a financial form—well, this isn't quite right. I can't think of the name of it. But let us say there was a purchase order. A purchase order is a purchase order. But each campus had their own and most campuses had different varieties. So you end up immediately with about twenty different form numbers for the same thing so you just simply say purchase order or general requisition because some people call it a general requisition instead of a purchase order.

McCreery: Now did some campuses with special facilities such as the Scripps Institute of Oceanography have particular records management problems that you had to tackle or did your rule of only something at two or more campuses sort of cancel that out?

Crooks: Well, no, the members of the committees from the chancellors were supposed to tackle the special problems on their own campus.

Now, one of the things, because you'd asked me about the archives, that happened is that because I had worked with May Dornin in the Berkeley campus archives I had assumed that there was an archival program on every campus. Not so. There wasn't one any place except Berkeley. And here I had written this whole program for the campuses to follow to determine what material should be archival, and there wasn't any archives program. So I had to backtrack, and we went to the president and said we want to establish an archival program. And that went to the chancellors and that went to the chief librarians. There's a librarian's council. And the librarian's council said okay. And so they each established an archive program on their campuses, all tied to the libraries. And except for UCLA and Berkeley, all were given to an existing librarian. Only UCLA and Berkeley had enough budget that they had a full-time archivist. So that was sort of funny. I'm sort of the mother of eight of the nine archival programs, which I was very pleased with.

McCreery: Did you travel to those campuses in order to teach each group of people on site how to do it?

Crooks: Yes, after I got through the shock of giving a speech to the chancellors. In some cases we would rotate our records management committee meetings from campus to campus. They went on two days at a time. And we were having them, to begin with, quarterly. And then as things came up, yes, I did a fair amount of traveling.

McCreery: And did the records management committee, itself, continue to be represented by the top management?

Crooks: For a long time, for a long time. We built into it that you had to be a member of the management team to be a committee member, because very few people understand records management as a profession. They think of files which is a file clerk and it's the lowest level. And if we evolved into that, the program would disappear totally. By and large, we were able to keep it at the management level but not at the vice chancellor's level.

McCreery: And was it still one representative from each campus?

Crooks: Yes. And the three laboratories.

McCreery: Oh, yes. Now, was Livermore included at that time?

Crooks: Yes. Their representative for many years was their key attorney. And we had ex-officio members. We had a representative from the general counsel's office. And for many years that was Jim Holst, who's now the general counsel. And for many years he always came to our meetings and was very faithful and a wonderful adviser. And then when he gave it up, Phil Spiekerman took it on. And he still is the representative. And we had a representative from the internal audit. The internal auditor was a member. Who was the other ex-officio? We had one other. I can't think of him. Ah, ah! Systems, or computers. An expert from the Office of the President.

McCreery: So, you were able to keep up with that aspect of things as time went on.

Crooks: And we entered into the Association of Records Managers and Administrators.

McCreery: And when did that association—?

Crooks: Well, it started about the same time we started ours. It was a very small little organization. And I would go to their meetings once a year, which were around the country someplace and made some awfully good contacts to get ideas of what other people were doing. Mostly, it was industry and the federal government. And when I first joined I don't think I met another university person, but slowly a few people came in. So, we had committees of ARMA and we had an education committee.

[Begin Tape 4, Side B]

Crooks: On occasion I'd be asked to come as a consultant. It was very interesting. Of course, Berkeley at that time was really, with the master plan—I don't mean Berkeley, I mean the whole university—was sort of at the forefront of all of the exciting things that were being done in higher education. And so I ended up with quite a reputation in the records field.

McCreery: It's nice that you came in on it when it was so new.

Crooks: Oh, yes. And all they did was ask me if I knew how to file. So, you know, a lot of hard work and I guess I'm pretty creative and I believe in research and not reinventing the wheel. And I put together a program that was quite unique.

McCreery: Now, teaching the other campuses to develop the archives, did you run into any particular problems with that, either with the people you worked with or special problems at those campuses?

Crooks: Well, the idea is that when the disposition schedule said something should go to archives, it was dependent upon the campus department that had those to call up the archivist. On the smaller campuses, the programs were very modest. And even at Berkeley, if you talked to—well May is long since retired, and then Jim Kantor, who replaced her, and now Bill Roberts—they really have to show initiative and go to departments where they think there are things that they want to add to their collection. It doesn't automatically come. So on paper it's theoretically great, but it is difficult to carry out within the huge size of the university.

When Irvine was starting up, they had all that archival material, but because there were only a few people, you didn't have to train anybody. And I'd go out and give training sessions for departments on how to handle things and things like that. The program now is sort of putting along but it doesn't have the impact. I'll tell you the PCs and the technology is overcoming it. But it's amazing how many departments are still dealing with paper records. And our disposition schedules affected records in any physical form, not just paper.

McCreery: That's good. Yes, you tend to find out about paper records still being kept when someone retires and you realize no changes have been made in their systems for many, many years.

Crooks: That's right.

McCreery: Is there anything else that you want to say about back when University Hall opened and became the central location of the president's office?

Crooks: I think I've covered through the time until Ray Kettler left, pretty well. Very exciting. I'd be there at six-thirty at night and Ray would be bouncing up. He's a very short man and very stout. And he'd

bounce up and down in his chair and say, "Don't we have fun!" So, I had long hours. And he was a wonderful, knowledgeable person to work for.

When he left, the last thing he said to the, what, eight of us that reported to him was that we were going to report to Dr. Wellman, the executive vice president. And now he says, "Harry is very busy and he does not have time to spend like I did." He said, "You have to run this as a committee and you have to be unanimous before sending your recommendations up to Dr. Wellman." Well, that just created hell because there were some interoffice rivalries among the people that reported to Ray. Court Cornett, who's head of computers and systems, and Loren, head of budget, were sort of like Berkeley and UCLA. One would say yes and the other would automatically say no. The internal auditor was very set in his ways.

McCreery: Who was that?

Crooks: That was Nick Thode. And he would get very stubborn. And here we were, with honest disagreements, having to be unanimous. We changed our meetings. We always had department head meetings with Ray once a week. And we continued those but they were Monday morning and we finally agreed none of us were in the right mood for Monday morning at eight o'clock. I was notoriously bad at eight o'clock on any day. So, we shifted them to ten o'clock on Tuesday or something like that.

We had another mysterious thing, because I handled all the work that went to Dr. Wellman. You see, the system was still in place. It all went through my desk. And we were very mystified on some of the decisions Dr. Wellman made. And we'd have our department head say, "How did he get there, Afton?" I'd say, "I don't know." But he'd do something we wouldn't anticipate and we were quite puzzled.

And one day I was up with Dr. Wellman and he was going through things to sign and I found he only read the first page or so. And we always put our recommendations at the back. And so I went back and said, "I solved it." I'm not sure if Dr. Wellman always did that, but he had a terribly busy job as executive vice president. So I said, "We've got to put the recommendation up on the first paragraph." We reported to him for a year.

Crooks: And I was up there one day and he said, "Oh, Mrs. Crooks, I'm glad to tell you that we have chosen a new vice president." And I said, "Well, I'm happy for you, Dr. Wellman, because this has been a real burden." He says, "Yes, his name is Charles Hitch and he'll be here in a year."

McCreery: They announced it a year ahead of time?

Crooks: So we first heard about Charlie Hitch. And he had made his reputation in the Pentagon, of course, and in the Rand Corporation in cost benefit analysis, and he written a book. So, we all got his book and started studying it, for a whole year. [laughter] We'd have seminars on it. And Mr. Hitch, he was not "Dr.," you know. He was a fellow of Oxford. That's not a doctorate.

And so we all wanted to know what we were supposed to call him. So, I'm the first one in. He inherits me as his assistant. And he's a man of very few words. And we were being very formal and I had one assignment from the guys of, "What are we supposed to call him?" So, I said, "By the way, how do you like to be addressed?" And he says, "Just call me Charlie." And I went out and said, "He wants to be called Charlie." And everybody automatically agreed they were never going to call him Charlie, and I never did until after he retired as president. It was Mr. Hitch.

And Charlie came on board and that was something else again. We got along very well. Any time a top official inherits an assistant, you either make it or you don't. You have to be compatible. And he was a person of very few words, but so was my father. I'm not a person of very few words. But my father was. And I had to put myself back into that way of communicating.

And Charlie was formidable. And he was also fantastically demanding in a very quiet way. He wanted to continue all of the mail coming through me. And then he said, "And I want you to be sure that before it hits my desk that it meets the proper definition of completed staff work."

McCreery: Which was?

Crooks: I'm not sure I can define it but I know what he meant. I mean, if it was a wandering piece of ten pages of typing, you didn't send it in. He would tell me how President Eisenhower always required

everything, no matter how complex, to be reduced to one to two pages maximum. And I knew what it was. I can't tell you how I knew. I didn't make many friends with some of the department heads. I'm still the only woman manager, at this point, in the official management program in the vice presidency. And some of the guys didn't take to that too well as I sent their work back and said, "Well, you know, you just didn't even answer what he asks."

He'd often call me in at four o'clock in the afternoon and he had a very breathy voice, very quiet. And he smoked a cigar, puffed on a cigar. And he'd say, "Afton, I would very much appreciate having a paper on such-and-such by tomorrow morning at eight-thirty." And I'd say, "Yes, sir," and walk out of the office. And by the time I hit his door, I would be determining whether I could do it or if I couldn't do it, who could do it and where were they and were they available. And I've called people out of airports saying, "Don't take the trip to UCLA. Come on back. We've got to work tonight."

I was stretched to the maximum of my physical and my intellectual capabilities by Charlie Hitch. And not many people can ever say that they have reached that. I worked New Year's day. I worked weekends, not every weekend. My husband had major, major surgery over at UCSF when Charlie was my vice president. And I would go over every day about three o'clock to UCSF and spend about four hours with Jimmy and then I'd come back to the office and work until midnight.

McCreery: Was that his typical way of working, rather than planning things out?

Crooks: Oh, he knew what he was doing. And he knew people who would respond. I would take something in to him, either myself or two of us or something. I would either make a presentation or hand him something and he'd read it. And he would say, "Thank you." And he'd take this little black notebook out of his pocket, out of his breast pocket of his suit jacket, and he'd make a little note. And that's all he'd say. And we'd get up and leave. It's just amazing. Charlie would say thank you and we'd all get up and leave. [laughter] Or he'd say, "Yes, I think we'll do that. Go ahead." Or he would say, "I don't think so," and everybody would die.

He had department head meetings every week. He delegated very well. Oh, he'd read a paper that somebody had just really knocked

themselves out on, an analytical paper leading up a new policy or something, and Charlie would scan it very fast and he would ask the question that nobody had ever thought of and we would just die saying, "Why didn't we think of that?" Brilliant mind. Delegated very well.

A guy named Bob Vance was the controller at that point. He was a young, retired twenty-year marine officer. And Bob thrived in this. And he and I were probably closer to Charlie than anybody else.

But Charlie pushed himself. He had a heart attack the first week he was at work. He went off and he asked me where a bank was and I told him. And he didn't come back. The next thing I knew was Nancy Hitch called me and said, "Charlie collapsed in the bank and they've taken him to Herrick Hospital and they've determined it's a heart attack." And I said, "I don't think you want to keep him in Herrick. Would you want me to get him to the University of California medical school?" And she said, "Please."

So I got hold of my friend Erick Erickson, who was the vice chancellor by this time and said, "You know, the new vice president's had a heart attack." He pulled their top cardiologist out of a meeting at the Fairmont Hotel and we got Charlie sent over to UCSF. And outside of Nancy, I'm the only one that was allowed in. And I'd take his papers over every day and he'd sign things. He was watching the world series, and he was a St. Louis Cardinals fan. And I liked baseball. We got along very well. And I worked my tail off.

McCreery: What kinds of policy issues were you working on with him?

Crooks: You know, it's terrible. There were so many things going on I don't remember.

McCreery: [laughter] That's okay.

Crooks: We were upgrading computer systems. We were getting close to what they call the third generation of computers. We were having problems with the internal audit program. And we had a really sort of—for us, in that vice presidency—a major problem. One of the audits came out on UCLA and it got the chancellor just mad as could be because it was not objective and it got into some personalities and it was very non-professional. And Charlie, who never showed anger—never, I mean—he says, "This has to stop." And he sent me

and Bob Vance down with the internal auditor, a very stubborn man. And I think Court Cornett went with us down to UCLA and met with Chuck Young, who by this time is, I think, executive vice chancellor—in essence to apologize. We sort of escorted the auditors.

Charlie had me traveling a lot. At one point—Chuck Young and I had known each other for many years—Chuck was threatening to give me a permanent office in the chancellor's office, I was down there so much on a variety of things that Charlie was working on or a Council of Chancellors meeting that he was flying in from back east and he needed his material and I would bring it down and brief him on the Regents or brief him on the chancellor's meeting on the agenda items and have the material for him. And I better have it all.

He had me sit in on almost all of his meetings with the department heads. He had me—now we have to be careful on this, Laura—he was not happy with the organization of the vice presidency. Now, Ray has been gone for a while, you see, and times move very quickly. And he asked me to give him recommendations on the total organization of the office, and I did.

McCreery: Did you know what kinds of things he had in mind or were you just free to suggest?

Crooks: Oh, yes. Pretty much. Well, no, I was free to suggest. No, he didn't tell me what to do. And I sweat blood over that. These are friends of mine that I've worked with for a long time. So I made my recommendations in writing, did it at home, talked to my husband about one that I had a terrible problem with, a dear friend who I really felt was over his head, but a very dear and loyal friend. I copped out on that a little bit. And Charlie instituted the whole thing without a single change. And I'm the only one who knows that that was done.

McCreery: I guess one of the things about getting further up in management is you get forced into doing some unpopular things sometimes. I'm sure that's not the only example.

Crooks: There was a lot of resentment towards me. Charlie gave me—I was truly his deputy. If I had been a man, I would have been an assistant or associate vice chancellor. He gave me that much authority. There were not any women at that time with that title. And I never raised

it. I think the closest I came is that one of our department heads was simply not making it. But he'd been there a long time and Charlie said, "Can you think of where he would work out?" I said, "He's a good staff person. He's just not a good manager." And he said, "Well—" I said, "We could bring him up into the immediate office on special assignments. He's a good analyst. He's a good writer. He's a good staff person." Charlie says, "All right. We'll do that. I want to make it clear you're the first assistant." I said fine.

So, he brought him up and he gave him ten thousand dollars a year more than me. And I said to Mr. Hitch, since I did all the salaries with him, "That's not fair." He says, "No, it's not. You're a woman." I said, "That's discrimination." Charlie said, "I like your style, Afton." And that was the end of the discussion. And that's verbatim. I will never forget it. And there's nothing you could do about it.

McCreery: What year was this, about?

Crooks: Well, it must have been the late sixties. If you're interested, we can check it out, when Charlie was vice president. He was only vice president for two years. And then Dr. Kerr got fired.

McCreery: Yes. I want to talk about that in more detail. Can I bring you back to something else, first? You talked about the fact that there was a formal university management program instituted during the sixties. Can you tell me a little bit about that?

Crooks: Well, I think that that was when Ray was still there. I'd have to check the dates. I don't think it was Charlie. And it was one or the other. You know, I've worked for nine vice presidents. I know the sequence but I forget the years once in a while. And at some point, the personnel office was brought under this vice presidency. Charlie was vice president of administration and at some point, personnel was coming in.

So, you see, when I started out as an "assistant to" we had accounting and computing and then a new internal audit program and systems. And then the business office when Vice President Morgan left was transferred to my vice presidency and then personnel was. So my scope of things I was exposed to broadened without me ever changing a job. At any rate, whoever the vice president—it had to be either Ray or Charlie, it was '64—said, "We don't have a

management program," and asked me to develop one, not personnel. They didn't ask personnel. They asked me to.

McCreery: You developed it.

Crooks: I developed it. So, I did some research and I called some big corporations and I went down and talked to a couple of very senior people and a couple of big corporations on how their management program was. And I put together the first management program, which was only about four pages long. And it was a graded thing. So, you had the president and then you had the chancellors and the vice presidents. And then you had the department heads or the special assistants that reported directly to a vice presidential level. The same thing was happening at the chancellors. And they had a gradation of A, B, C, and D or something. And then I guess, at some point, somebody put salary minimums and maximums to them. And that stayed until, oh, I could check that out on some of my records, until probably for at least ten years.

McCreery: And then you were assigned to let personnel know that this was the new—?

Crooks: Oh, yes. I had lots of lovely—both Ray and Charlie both treated me as their deputy. And in some cases like Ray, you know, telling me I've got to either fire or find jobs for all these nine women who were being displaced. I did their dirty work for them sometimes. That's part of the job. It was less noticeable under Ray because he was so involved himself. His style was sort of a hands on and the office was much smaller. But when Charlie came, they knew what they had and the office got a lot bigger and he was vice president of administration. And Charlie's was not a hands-on style. He worked through a deputy and two or three key people. And that meant that I had lots of interesting things to do.

And there was a lot of resentment against me by some of the fellows. I can remember one guy that was an assistant department head. And we had gotten along very well and he came in and his name was Al. And he came in one day and shut the door. That's an ominous sign right then and there because I worked with an open door policy. This was when Charlie was there. And he said, "Afton, the fellows are not happy." And I said, "What aren't they happy about, Al?" This is a friend. He says, "They think you have too much authority." I said, "What do you want me to do about it? Quit?" And he

obviously hadn't thought out this conversation because he just sort of stammered and left. I said, "All I do is what Charlie Hitch asks me to do."

McCreery: This instance with the management program—was there any particular fallout from that or was it implemented pretty smoothly?

Crooks: There was probably some fallout but it was turned over to the personnel office and I didn't have to get involved, thank goodness, and there was not a hassle about me going into it because by that time it was very clear.

McCreery: Where was the cutoff line to be in management? At what sort of level?

Crooks: Well, you had major managers, the head of an accounting office on a campus, and maybe the assistant accounting officer, the business manager, but not the accountants. The accountants were in the professional series. Not the computer people. The head of the computer division, yes, but not the computer programmers. They were technical. It wasn't a terribly big list and the university had not grown administratively. It was just the growth of the administrative staff at the campuses and the Office of the President, which tripled and quadrupled over the years.

McCreery: Yes. We talked a little bit before we started taping about who was actually training people that came in on an informal basis. You were talking a bit about Josephine Smith at one point and I wondered, did you want to record any recollections of her?

Crooks: Well, I never knew her. I just filled her vacant FTE when they hired me for the job in the controller's office. There was a woman in the accounting department who was an accountant named Toni Stockton who was a good deal older than me, and she had the reputation of training a lot of accountants. It was not unusual when a new campus came on line for them to hire an accounting officer. It might be two people, you know, to bring them up to the Office of the President, to be trained in the general accounting office, because they might be good accountants but university accounting—fund accounting—is different than being a CPA. So, we had quite a number of people come in and out of the accounting office for training. But there weren't formal training programs.

Crooks: Well, eventually Charlie was moved into a different job with the understanding that when Harry Wellman retired, which he was due to do shortly, Charlie would become the executive vice president. And so I was working with Charlie and he asked me to organize his new office. It was a new office. I forget what the title was. And he decided to take the budget office with him and the planning office. And he said, "And you will come with me, of course." And I said fine. Well, this had been going on for a couple of months. Jim was—my husband was—out of town, probably climbing because he's a great mountain climber, rock climber.

And I woke up one morning and walked in to Charlie's office and said, "I don't think I should go with you." And it's the most mystifying decision to me that I've ever made because it was not thought out. He said, "Well, that surprises me." And I said, "I don't think I can do the job for you in your new position that I could do for you here." And the only thing that comes to mind now, in retrospect, is that he was going to be the main contact for the president with the chancellors individually and a deputy can't do that. But I didn't think that out. So, Charlie said, "I'll think about that." One of our usual long conversations. And a couple of days later, he says, "I think you're right."

And so I did not go with him to this new job. And I've never regretted that. It was the right decision for me. I think probably I realized that if I kept on, subconsciously realized, that it was going to affect my marriage. I was working nights and weekends. I think subconsciously I knew that a woman would never be accepted playing the role I had been playing for Charlie, with all this authority. But it was subconscious.

And so he went, although he had me on assignment with him to help him organize the office until he got settled. And then, of course, Dr. Kerr got fired and all sorts of things went different. And Charlie hand-picked Fred Balderston to replace him as a vice president.

So Fred, who was as opposite from Charlie Hitch as you can imagine in style, became the vice president of either administration or business and finance or whatever title we were using those days, and he inherited me.

[End of Interview 2]



The Woolley family at
Green River Gorge,
Washington, 1935
(left to right: Barbara,
Afton, Bob, Mother).

Afton's high school
portrait, senior year, 1943.



Afton's father, John
Kimball Woolley, 1938.





Afton with her husband
and parents at her home
at 1215 Drury Road in
Berkeley, 1959.

Afton's husband, James
William Crooks, 1947.





Jim Crooks at Cascade
Pass area, North
Cascades, Washington,
early 1960s.



Jim climbing at "El Condor"
route, Daff Dome,
Tuolumne Meadows,
California, July 11, 1979.





Afton and Jim at home on Drury Road, 1984.



Afton and Jim at home on Drury Road, 1987.



Afton at her retirement party, Alumni House, UC Berkeley campus, July 1990.

[Interview 3: March 29, 1994]
[Begin Tape 5, Side A]

McCreery: We were talking quite a bit last time about various projects in the early 1960s and I don't think we've touched yet on the Business and Finance Bulletin. Can you tell me how that came about?

Crooks: Yes. I think I've mentioned that under Dr. Kerr as president and the reorganization it was pretty clear that our major role was policy development and also helping to establish administrative offices on campuses that reported to the chancellors. The problem was that we did not have trained people on the campuses and Mr. Kettler thought that we were going to have to do more than just holding seminars for training.

I don't know whose idea it was to come up with Business and Finance Bulletins, as we called them. They were mostly procedural documents, and they included some policy as well. And so I got the assignment for developing this. I got my husband to draw us a masthead so it would look pretty, and I think we started out with a somewhat simplistic idea, certainly I did, on what this would grow into.

So, we started with the first bulletin. For all I know it may have been payroll. It was undoubtedly some accounting instructions to campuses. We wanted to make them very understandable and not full of technical jargon. Over a period of time we developed a format for them so that they had a consistency from one bulletin to another, so that you would look for the policy in one place and then you would look for a procedure in another in a sequence.

I was responsible for those, oh, probably almost all of the time from the late fifties, when I think they started, certainly through the sixties and a good part of the seventies. And you had to review them. For instance, the instructions for travel are in the Business and Finance Bulletins. They're very long. The idea was every department would have these so they would know what was allowable on travel. Travel is very complicated in the university and I think the bulletin ended up about twenty pages long. I had to start developing indexes because they became very hard. By the time I retired in the nineties, when I had responsibility for them again, I think we had about five four-inch binders filled with Business and Finance Bulletins.

Crooks: In the area of records management, we had done—I think I may have mentioned this—some booklets on records management when we first put the records management program into place. We had a booklet on filing. We had one on indexing and general records management things. We eventually converted those all into Business and Finance Bulletins.

And as new subjects came up, as they certainly did in the seventies and the eighties, we added new subjects into the Business and Finance Bulletin, such as the privacy issues and public access to records. I think there are about seven or eight bulletins on those. And then we had the constant problem of updating, as laws changed or policies changed, or something or other changed. They kept their title of Business and Finance Bulletins through all these years even though they are really the administrative manual of the university. But they started out with “Business and Finance” and the name is so well known that we never changed it.

McCreery: At the outset, did you work from a list of topics in putting these together or was it just starting with the most needed areas and then adding to it as time went on?

Crooks: Pretty much that. Sometimes, over a period of years, you would be aware from contacts at the campuses, which I had all the time, that there was a need for something. Usually what we did was to ask an expert in that field to draft the first draft of a bulletin. We had a lot of work in my office for the people who worked for me on that, because sometimes the people we asked to write a bulletin knew the subject but they couldn’t write very well, to put it mildly. And so we sometimes had a great deal of—more than editing—rewriting and working with the people to be sure we had the technical information correct before it was issued. But we would not issue it unless it was understandable and complete and checked out.

McCreery: Did you find you needed to consult legal counsel in some of these areas?

Crooks: Yes, certainly in the area of privacy of information and the access to the public. While this came up later on in my career, I worked very closely with the general counsel’s office, specifically Phil Spiekerman, and would have him read the thing before it was finally published to be sure that he had no legal problems with it.

McCreery: And did the topics for some of the bulletins come from the campuses themselves?

Crooks: No. Other than if somebody said we need something and the bulletins evolved. They evolved.

McCreery: That's the best way to put it.

Crooks: Yes, yes. [laughter] So, they are really the administrative manual. Our idea was that we would publish enough copies that they would be distributed to all the departments on the campuses. Some campuses chose not to do that. And I'm trying to remember what campus I could use as an example. Maybe Irvine—I'm not sure of that—chose to summarize the bulletins and keep only a couple of master sets in the central office in the chancellor's office or the vice chancellor's office or administration or whatever they were called and put out much-shortened versions.

But the Business and Finance Bulletins are the bible, even though some departments may never see them. I don't remember what the Berkeley campus did off the top of my head. I know all departments don't have them because I can sort of remember which campuses got lots of copies and which campuses didn't, and the laboratories, too, of course.

McCreery: Oh, yes. Did you ever find a need to do a major revision to the whole thing at one time?

Crooks: No, it would have been impossible. No, although we were certainly responsible in my office to recognize that something had become out of date. We would recognize that and start putting something together that corrected it. You know, a law could change. It's sort of a steady job, not full time for one person but it takes an alertness to the need, an alertness to change, and also the ability to work with other departments in the Office of the President. Whenever you're in the publishing business, you always have the pride of authorship to contend with, even though the person writing may not be able to write good English. And you have a lot of emotion sometimes as a result. [laughter]

McCreery: Do you care to give an example?

Crooks: I can think of one foreign-born person who really had not mastered the English language too well. He didn't need to for his regular work. He was in the financial area, and I'm sure he was very good in finance. He had great pride of authorship, and we had a terrible time whenever we had to deal with him.

McCreery: Okay.

Crooks: [laughter] Terrible.

McCreery: Well, we can bring up the Business and Finance Bulletin again freely as we get into some of these later topics, such as conflict of interest. One other thing that I think we haven't talked about, back when Ray Kettler was still there, was his request that you take charge of some of the building maintenance in University Hall. How did that come about?

Crooks: Well, that's sort of interesting. The controller's office, as it was then called, not quite yet the vice president's office, moved in as I recall in January of '59. Parts of the building were still under construction. You had other offices scheduled to move in. And it was clear somebody was going to have to take responsibility to be "the building manager" so that new tenants that were coming in would know who to call if the johns didn't work or—all sorts of things go wrong with a new building.

Well, this is a job that nobody seeks. Nobody volunteered, and so Ray asked me if I would take responsibility for this, and I said sure. I assigned one of my staff members to that as the contact person. And it was sort of a non-controversial thing that dealt with mundane problems of keeping house. But they're always there. And nobody thought anything about this.

And then the Free Speech Movement broke loose in '64. And it turns out that with building maintenance goes building security. And this was a very, very interesting time. We had basically a hotline between my office and Bill Beale, who was chief of police on the Berkeley campus. We had a pattern that everything started up in Sproul Plaza. But the students would march to University Hall. And so the phone would ring and Bill would tell us, "They're marching to University Hall," and he would say whether it was orderly or not orderly. So we worked very closely. We always had to keep the office manned during lunch hour.

McCreery: That's mainly when the demonstrations took place.

Crooks: Yes, mostly. It was a very tense time because an awful lot of the university employees, administrators, faculty really were on the side of the students. I remember Dr. Wellman one day saying, "I wish we had as good a speaker as Mario Savio." [laughter] We got tear gassed. I was tear gassed twice. Once was sort of silly because sometimes the marches got very vigorous and somewhat disorderly. And the Alameda county sheriffs, who were known as the blue meanies—do you know why they're called the blue meanies? Because of their uniforms and their blue helmets and blue visors. And of course, that was the Beatles' time.

And I can remember one of the campus police was in my office and it was lunch time and there were sort of stragglers on the lawn across from University Hall. And all of a sudden, these two sheriff's deputies start chasing these two young kids that looked like they were high school age at the most. And the policemen said, "Well, what are they doing, the sheriff deputies? And what are they throwing?" And he opened my windows just as I was saying, "It's tear gas." And the tear gas all came in. It was very effective, that stuff. It was an exciting time generally in the country.

I have the feeling that the Berkeley campus chancellor and the top officers of the president's office were really not sure what to do or how to handle it. There were sit-ins. We had them in University Hall. And I can remember that one of the fellows in our office, who was the head of contracts and grants at that time, was a retired military man. We had a lot of retired military people, twenty-year people, come in, in the late sixties.

McCreery: Do you recall his name?

Crooks: Yes, Dick Wolfe. And Dick was not a very tall man and very slender. And what had he been? He was Navy, I believe. And he announced that he wasn't going to let any people in his office or to touch his files. And one of the amusing things about this assignment was that my staff, at this point, were all women. So, we had a women's security office. And we advised Dick in no uncertain terms that he'd better be careful about how rambunctious he got because a lot of those students were an awful lot bigger than him.

Crooks: We had arrests. They would sit in, in the president's office, and they would let them sit in until five-thirty usually. And Bill Beale, the chief of police, would come down and declare to the sit-in people that the building was closed and they must leave. And if they didn't leave they would be subject to arrest.

Bill changed my mind about policemen. He was a wonderful person who I thought showed great understanding of the problems and, really it's sort of an odd thing to call him, but a humanitarian. But still he was a very tough cop.

And one time the sit-in didn't leave and Bill—I had to stay until these were all over. And so he found that he was going to have to arrest all these students and he didn't have any women on his force at that time and so he informally deputized me so that he would have a woman in attendance. You know, coming from a liberal background, this always struck me as one of the most peculiar assignments I ever had. It's very ironic.

So, the Free Speech Movement went on, followed by the dirty word movement. But I don't remember that one very well. The next time we got called into real, almost combat duty, if you want to say it that way, was during the Vietnamese War.

McCreery: Okay. Before we go forward into that, can I ask you a couple more details about the Free Speech Movement? How many students would sit in during these demonstrations, typically?

Crooks: Oh, my. It would depend. Sometimes they would come marching down through West Gate—hundreds, hundreds. Sometimes, probably thousands. Sometimes they'd just stop on the lawn there on West Gate, which is big, and chant and this and that. Sometimes they would come into the building, not too often, or come up to the main entrances and shout. We didn't have too many mill-ins. And we never had them as bad as Sproul Hall did.

McCreery: And what specific security measures did you put into effect?

Crooks: Well, Bill Beale would call the shots. If he wanted to close the building, then I had to get my people, my staff, to lock the building. And if it was that kind of a confrontational day, Bill would have uniformed police on the front and the back doors. But we would lock them and we would notify people.

McCreery: And how large was your security force in the building, your all-women force?

Crooks: Well, one, two, three, four, five, about. It varied. During the Vietnamese War we had to expand it. And during the general strike, we had to expand it even further. The Vietnamese War and the strike demonstrations that went on with that were more violent than the Free Speech Movement. I think it's fairly safe to say that in Berkeley, there was not much support for the Vietnamese War.

We always worked very closely with Bill Beale. See, I had some of the same staff as before and pretty much the same type of activity, but we had to expand it because we reached into some of the other departments, not my own, for help. Made it very clear it was volunteer. I mean, this wasn't the most popular thing to do. I mean, I was going on peace marches at night and doing security during the day. [laughter] So, it wasn't the most popular duty.

I got tear gassed on People's Park because when it first started the first day, a good friend of mine, Burt Wolfman, and I heard a little rumor about this and said maybe we'd better be prepared. And we walked up that noon and got within about a half a block when all of a sudden we realized we were walking right into a lot of tear gas and it doesn't take you very long to decide to get yourself out of there, very fast.

Because the Vietnamese war demonstrations were more violent, one of the things that changed is that Bill Beale would say, "I want you to get the president out of the building." And by this time, Charlie Hitch is president. And having worked for him, I would go up and say to President Hitch, "I think you'd better go home." And he would do so. He was a good soldier.

Our vice president, at that point, was Vice President Graeme Bannerman, who we'll talk about later. He came from the Pentagon. He was a real hawk. He was also in terrible health. And he would usually leave the office and go home, for which Joyce Davis, who at this point was my deputy, and I were always very happy because we were afraid for his health. We also were highly amused because he was the only man in the vice president's office and he left the whole mess to us ladies, which sort of tickled our fancy in a peculiar way. We had a lot of broken windows.

Crooks: I believe that's when Governor Reagan called out the troops, the National Guard. There were tanks down at the Berkeley marina. I was more concerned—if my memory serves me right that this was when the National Guard was there—about these untrained troops with live ammunition and drawn rifles around University Hall than I was about the student protesters, by far.

One day, my mother-in-law called Jim at home and I heard him talking to her. He says, "Oh, no. She's all right. She just puts on her hard hat and her gas mask and goes to work every day." And I said to Jim afterwards, "She'll believe you." "Well," he says, "it makes a good story." There, it was very tense.

During noon there were marches, peace marches, around. I remember one day when Vice President Bannerman saw one of our employees in the vice president's systems office marching in the peace march. And Bannerman called up the guy's boss, and that afternoon we had a meeting with Vice President Bannerman, and this guy's boss, and me and Bannerman said, "Fire him." And I said, "You can't do that." And one of my responsibilities was personnel. You see, I had all the administrative responsibilities for the office: personnel matters, grievances, all of that. I said, "You can't do that." And Vice President Bannerman said, "I'm going to do it." And I said, "You're ill advised." And he did and of course a grievance was filed and he lost it flat.

I know one of the very stressful days for me which turned out to be rather amusing is that he knew I was a dove and I knew he was a hawk. And we had had a very serious professional disagreement over a new payroll system—which was very controversial—that afternoon. I guess it was the only time I was ever openly insubordinate in my career. He asked me to go out and sell this new system to the campuses, and I refused to do it, saying, "I've given it a good try; we cannot make it work here. I know the financial people on the campuses. They know it won't work. They know I know it won't work. I won't do it."

Well, by chance, Mr. Bannerman's wife was back east and Jim and I had asked him for dinner that night. And I thought, this is going to be terrible. I may be fired. But we had a drink and things seemed to be going all right. And halfway through dinner, Jim, my dear husband says innocently, "Well, what do you think of Vietnam, Jim?" And we ended up in this terrible fight. And I found out

something about that vice president that day: He loved a fight. And we got along much better after I found out he liked to fight.

McCreery: So, there were no hard feelings?

Crooks: Nope. But that was very risky. Those were very, very difficult times. Of course, in between these exciting times, the building management went on and the johns broke down and so forth and so on. But the worst in the security role was the general strike. Charlie Hitch was still president. I think it was about 1972, end of '72, maybe '73. And the strike started on the Berkeley campus but it became a general strike. And that meant that University Hall did not have any garbage collection, no maintenance. I mean, all the craftsmen went out. And so all of a sudden, here we are. It was a very long strike. It was, I think, about two and a half months long.

And after about a week, from a building management standpoint, we realized that we were going to have to do something because the wastepaper baskets were overflowing, the johns weren't cleaned. And so we, under the building maintenance, organized the whole building. And we went to every office in the building and asked for one contact person.

I remember Vice President John Perkins was now the vice president and he was a very dignified easterner. He said, "Somebody has got to clean the johns." So, he told me if I would go get him a sponge and some Dutch cleanser, he would clean the men's john on the fourth floor. And that would show everybody that they had to pitch in. So, he did. And I said, "Well, you know, it's great for leadership, but nobody's following." So, we had to get very formal in our organization. And I took the main lobby, the first floor of University Hall and I would mop that every three days. And oh, the offices in the basement were wonderful. They not only mopped their floors, they waxed them.

But getting rid of the garbage was terrible because we had strikers around us. And so we had to wait. We turned the cafeteria into a garbage dump, is what we did, and brought all the garbage down there, had to shut down the food, couldn't get the food in anyway. Then we would have to wait for the police to tell us when was a good day, and maybe at six o'clock in the morning they'd get one garbage truck and we would all go down there and get the bags out as fast as possible.

Crooks: Also, Bill Beale advised us that most of the strikers were not university employees and that we could expect violence.

[Begin Tape 5, Side B]

Crooks: Well, it really was violent. One day Bill Beale called up and said, "We have had a very serious report that there may be bombs in the building and I want you and your team to look for them and let me know what you find." So, I said, "Yes, sir," and hung up the phone and immediately realized I didn't have the foggiest idea how to look for a bomb. So, I called him back and he told us what to do.

And by this time, I had a team in addition to my own staff of about five people who were working on security, probably about five or six other people, including men. So, we were no longer an all-girl security team. We didn't find any bombs. I remember distinctly that he told us that the main place to look would be in the bathrooms and underneath the toilets and including the bins where you put the dirty paper towels. I remember looking at the bins with the dirty paper towels and said, "I'm not going to stick my hand down there."

Another time, he said that he wanted us to look for a certain person. That was a very dangerous person and so we had one of our team members, a great big guy from the accounting department, staked out across the street at the Fuller paint store for hours at a time watching to see if this guy came in. Most of the time we had the building secured. That means locked up.

I think that on the most violent day, we had a full-scale riot within University Hall. And I said I'll take care of the first floor and the rest of the team were taking care of the other floors to lock themselves in to their offices, not to come into the halls, not to use the elevators. We turned the elevators off. And I went down to secure the first floor, at which point the full-scale riot took place with all of these men, policemen and strikers in full combat, with me in the middle of them. And I thought, well, that's pretty smart, Afton. You got everybody taken care of except yourself. But I got myself out. It was rather frightening.

So, it's funny but that was the last time that we had to really have our security forces out. Your adrenaline really goes. We never

found any bombs. At one time we were looking for things during the general strike and they had put all of these rotten dead fish heads all over the place. I mean, they were big. I don't know what kind of fish they originally were, but they were big fish heads. And they were rotten and they just smelled awful. And we found them behind the drinking fountains and the ones I remember the best are the ones under Charlie Hitch's pillows on his davenport in the Office of the President. That davenport never recovered.

So there was some humor to it. And I always found that it was a very unlikely assignment, but then it was one that I got that nobody ever wanted. You know, maintenance was dull. So, it turned out not to be dull.

Years later, I guess it must have been under [David] Saxon or [David] Gardner, they decided to secure the whole building with a security desk at the front. This was after I was in charge of it. And I was glad to get out of the security business after those years. And I found out that people called my staff Afton's Army, which I had never heard it called. But we did our job and we did it very effectively. And there was a lot of humor to it.

McCreery: You mentioned that you saw some irony in the fact that you were head of security and even deputized as a temporary police officer in light of your own activities outside of work. Do you want to talk about those a little bit?

Crooks: Well, I was, from the very beginning, against Vietnam, very strongly against. I went on every peace march that was held in the Bay Area and I'm proud of it. And I, because of my background at the University of Washington with the un-American activities committee up there, which I believe we've talked about—you see, in the 1948 presidential election, the University of Washington had a rule that no political speeches were allowed on campus. So, even if it was the president of the United States, you were going to have to go off campus. And I thought that was wrong. And I guess it was the '52 election because we had to go to the Y off campus to hear Adlai Stevenson. And I thought that was wrong.

And so on the Free Speech Movement—I believe in the Bill of Rights very deeply. And it's a public university. It's not a private university, so I was all in favor of the students. I thought they were right, as did a lot of the rest of the campus.

Crooks: So, it's rather ironic to be having those very strongly felt feelings, more than most people, I think, and then be doing things like security and working with the police because, you know, they were the others. So there was a lot of irony in it. It would have been, I think, almost impossible if I hadn't had such great respect for Bill Beale.

McCreery: It sounds as if you worked together very well.

Crooks: Yes. I remember during the Free Speech Movement—it may have been the Cambodian and Vietnamese problems—that he briefed all of his officers in our conference room because my office was on the fourth floor and this was the security center. So, the police were up there a lot and he was briefing them on how they were going to arrest these students. And he showed great compassion and said, "This is part of our family and you are not to do this and you are not to do that." And I was very impressed.

McCreery: Those qualities are rare.

Crooks: So, you never know what a simple little thing like being the telephone contact when the john's plugged up will end up with. [laughter] I'm not sure if it ever showed up in my job description either.

McCreery: Okay, well, returning then to your regular duties working for these various vice presidents, I think we covered last time in detail the period of time that you worked directly for Mr. Hitch. Do you want to describe the transition to the next vice president?

Crooks: Yes, I want to add one thing about Charlie because I'm not sure if I made it clear, and it's worth being very clear. When you asked me to compare Ray Kettler and Charlie Hitch's style, I gave some examples of Charlie's rather austere and few words, and I said that he would simply ask people to do things and wait for the ideas to come. I do not want to give any impression that Charlie didn't have his ideas. He knew what he was doing all the time. And I have great respect and fondness for him. It was a very different style. It was also very effective because the people who had the ideas were brought up and he would listen. He knew where the problems were and had a great analytical mind. And he would ask them for their ideas and if he happened to agree with them, that was great.

Crooks: And so you slowly found people he relied upon more were the ones who had the most talent and the most creativity. The ones who were passive, he didn't pay that much attention to. So, he got his ideas from people and he really turned me on, and I'm not the only one. So, I don't want his style of sort of sitting back and waiting for people to bring him ideas to mean he didn't have his own ideas. He was very effective, very effective.

Well, when he moved on, I think that's where we left off. He hand-picked Fred Balderston, who came out of the business administration faculty on the Berkeley campus. Fred was there for a couple of years. Shortly after he came in, Dr. Kerr was fired, which was a terrible shock.

And I happened to be—the Regents were meeting that day in University Hall. And I just happened to be standing waiting for the elevator, and the elevator door opened and here was Gloria Copeland and Virginia Norris and Virginia Smith, obviously in great distress. And I simply got in the elevator and said, "What happened?" And they said, "They fired Kerr."

And I went up to the seventh floor where Dr. Kerr's office was, and he was going to have a press conference down in the Regents' room. They gave no notice. He was through, right then and there, no severance pay. And so Virginia Smith and Virginia Norris and Gloria and I went to the press conference—there were very few people there—and listened to Dr. Kerr's press conference. It was a shocking day.

Dr. Wellman then took over the next morning as acting president. And Fred was our vice president and the times with Fred were relatively calm. Fred's strength was that he really liked planning. And the day-to-day operations were not necessarily his thing. And after, I suppose it was probably in '68—well, it was—March of '68. Charlie, by this time, becomes president in March of '68 and he moves Fred up to a new job of vice president of planning. And he brought in Graeme Bannerman. He called Jim from the Pentagon to be the vice president of business and finance. So, Fred's a lovely person. I'm still in touch with him. I asked him to speak at my retirement party. But the operational side, which had to always go on in business and finance, just wasn't his real interest, so I think he was much happier in planning.

Crooks: Bannerman was a very interesting person. He is one of the few, I am told, who came up through the ranks as a civilian in the Pentagon and reached the high levels. And he was very proud of that. He was a great, big man. I don't know how tall he was but he was tall and had a big frame, sort of a hawk-like face. He was in very bad health. And I really would like to have known him and worked with him when he was in good health. By and large, he made no bones that he was bored, that this, after the headiness of Washington D.C., was sort of the backwaters. And he was out playing golf most of the time. But when he took an interest it was fascinating to watch him because he would lean forward and his eyes would just start gleaming. And he was very impressive then.

He was bound and determined he was going to put in a new payroll system for the whole university. And most of the campus fiscal officers were fighting him, saying this won't work here. And he said, "It's good enough for the Pentagon, it's good enough for you." And we had some real battles that went on for years. This was in the heyday of management information systems, pushed by IBM, total management information systems so you'd have one payroll system for the entire university and you would have one accounting system and you would have one this and one that. And there was a great deal of resistance to it.

So I guess the most exciting things during Bannerman's time were the battles that went on. He established an information systems council, which I staffed, so I sat in on all of the meetings. And they were bitter. And they went on as long as he was the vice president. But he dropped dead on the Mira Vista Golf Course of a massive heart attack sometime in 1971, which is the way he would have liked to have gone. But the battle still raged. And his dream of a total information system never took place.

The other thing that I think is personally very interesting from my point of view is that it was also a time when zero-based budgeting became something new in the field of management. And Joyce Davis and I thought that this would be a very interesting thing to try out on a trial basis within the vice president's office [during the Perkins vice presidency]. Now, when I say the vice president's office, the business and finance, that's over half of the staff members of the Office of the President. It's so much bigger than any other.

Crooks: So, Joyce and I did some research and we developed a zero-based budget. We had a lot of fun. I remember after we'd done all of our research and talked to all of the people that knew about this that we wanted to, we practically literally flipped a coin on who got to write it up. Joyce got to. We both wanted to.

And we put it into place. And this involved having to identify every program within every division. There was a form that would ask: Is it legally required? Yes? No? What's the law? Is it required by policy? Yes? No? What's the policy? Where is it used? Is it used throughout the university? Who are the users? What do they think of it? Similar questions to find out: Is this an essential program and is it used? And what would happen if you eliminated it? That was one of the questions.

And then, each division had to put their programs in priority order. And then I conducted budget hearings, Joyce and I, with the division head and whoever they wanted to bring in, asking any questions that we thought of to flesh it out. After that was done, the divisions often ended up with revisions in their budget proposals. And after that was done, then we had meetings with the vice president.

And we found some very interesting things. We found some programs that nobody even knew existed. I can remember one in particular had no justification whatsoever except the guy who was doing it sort of had his own little thing going. Nobody was using it, so we eliminated it. And that was a lot of fun. And it was sort of the cutting edge of management tools then.

We also had an aborted attempt to go through management by objectives. But that didn't work worth a darn. While a lot of my personal time was with the vice president, I still had this staff of about thirty people and records and so forth and so on and accounting and personnel. And personnel takes a lot of time. It was under Bannerman that we put in the first affirmative action program, although that wasn't the term.

McCreery: How did that come about?

Crooks: Well, Mr. Bannerman and I were talking about it and he was a committed liberal Democrat who believed in civil rights. And it may have been as simple as we were just simply chatting about that. And he was politically very aware. And I said, "Well, you know, we have

a terrible record here, just terrible. And we really should do something about it." And he says, "All right, we will." So, at our next division heads meeting, which was once a week, he says, "We're going to do something about hiring blacks. And I'm going to hold each of you responsible, as job openings come up, to seek out blacks. And I'm going to have Afton have the authority to sign any personnel forms and to be sure you've made a good faith effort before she signs those." And that's what we did.

McCreery: And how was that received among the department heads?

Crooks: In various ways. But one in particular was very bad. Then I remember one day after we'd been doing this—this was before the law required us to have affirmative action programs—I said to Mr. Bannerman, "You know, we really should do something about the Chicanos." And he said, "Who are they?" [laughter] He's strictly eastern. So, I explained. He said, "All right." So at the next department head meeting, he said, "We're going to do something about Chicanos. We have to do something." You see, now we have the terminology, we would say we have to diversify the work force. We didn't have that terminology then.

Well, that worked pretty good and we made a little progress here and there, you know. And I said, "We really should do something about hiring women outside of the clerical roles." And that day he came—that next department head meeting he came in and says, "Afton says we have to do something about the women." But we did make progress.

My staff was marvelously diversified. I'd always had women. I'd look for them. I had a young black man professional at this period. I had, in my professional staff, I had a Japanese man who still works for the university. And I had a Filipino—I think that's where he was from, yes—man. So, I had, you know, I had a nicely diverse staff, by gender and by race. But just because one department does it doesn't mean that you leave the rest of them. So, that was an interesting time.

It is also the time that I first wore slacks to the office. It was not acceptable for women to wear slacks. We did it, you know, on our personal time, and so I thought, what the Sam Hill. So I walked in one department heads meeting and Bannerman says, "My God, now she's wearing pants." And you know, I think within a couple of

weeks, the women started wearing slacks all the time. So, it's funny how you can make a difference in little ways sometimes. I would have liked to have seen him when he was in good health.

McCreery: Yes. Had he been brought in for certain reasons, do you know?

Crooks: Hitch knew him in the Pentagon, you know. Hitch came from the Pentagon and he knew him.

McCreery: Was Bannerman charged with accomplishing certain particular things that you ever heard about?

Crooks: No. It's very interesting on the vice presidents. You see, how many did I go through? One, two, three, four, five, six, seven, eight, nine, ten. Many of them came in—now, the last couple I was not "assistant to." The ones that I was an "assistant to," it became very clear to me that they did not have a clear understanding of their job when they came in.

John Perkins, in particular, who came in in '72, his perception of the job had little relationship to what it was. And he thought all the campus administrative officers reported to him. He had been recruited by Ed Carter, Regent Carter. He was on many boards with Carter. And it was not my place to tell him he had that major misunderstanding. But he found it out and he never got over that.

No. I have the vague feeling that none of them really understood the job. I know that when we got a new vice president, I would tell my staff, "We have to be prepared to turn a hundred and eighty degrees around." Every vice president is different. Every vice president has a different style, and they have different priorities. And this is very true because Bannerman put great emphasis upon the role of my office and its administrative responsibilities in personnel and accounting and purchasing and all of this and less on the "assistant to." Fred Balderston was just the opposite.

So, they were all different and I also had my own rule of thumb that it took them six months to find out what their job was. And for a while, you know, they were turning over every two years, so while I stayed in the same job for many years—assistant to the vice president—the job was rarely stable. It kept me real loose or I wouldn't have survived.

McCreery: Do you feel the overall climate changed after the firing of President Kerr?

Crooks: No, except for some of us who knew him and who thought that he was a great leader of higher education throughout the country. But most employees don't have that perspective. And don't forget, we still had most of the vice presidents in place, so it was reasonably stable other than the shock of losing this very eminent man. The word was that, in looking for a new president, the Regents were going to be very handicapped because no real eminent educator would touch it, saying if Clark Kerr can get fired, anybody can.

McCreery: Were you concerned that something like that would happen again?

Crooks: Well, when Charlie Hitch was asked to be president, he was a real pragmatist. He was not an educator. He was an administrator and a brilliant one. And he saw to it that before he became president that he had an iron-bound contract.

McCreery: Smart move.

Crooks: He wasn't going to be put in that position. And Charlie, I think, did a wonderful job of holding the university together under a very hostile governor, very hostile. But the day-by-day work went along pretty stable.

McCreery: Before we leave the subject of Vice President Bannerman, what was his style like? Is there anything more you can tell about what it was like to work for him?

Crooks: Well, it was pretty exciting sometimes. As I said, he had very, very serious health problems. And this was a worry working directly there because frankly, we were concerned that we might open the door and find him dead in his office. They were that serious. And he was not interested. And he would simply go off and play golf. So, it sort of left you on your own. That's not hard. The things that he was interested in he was tough as nails and he would not take no for an answer.

McCreery: Such as the management information systems.

Crooks: That's right. And it was not until I found out that he liked to fight, and he had a good time fighting, and I don't by nature, that it was

very tough sometimes. I mean, he'd sort of stand over you and jab his finger at your chest and say, "I'm telling you this." You had to be tough to stand up to him. But once I found out that he liked to fight, it became much easier. And he was challenging in zero-based budgeting. He was challenging in information systems, not that the overall thing was a bad idea. It's just that some of the things that he just wanted, he was going to push it down everybody's throat and they didn't want to be pushed down.

I remember one of the accounting officers, Norm Mundell, who was the chief fiscal officer for the Berkeley campus, highly respected. If Norm said something wouldn't work, it wouldn't. And so Norm wrote a paper on why MIS wouldn't work. And Bannerman had it and was reading it. And I was in his office. And he says, "Well, he's just no good at all." And I said, "Excuse me, but he's the most respected fiscal officer of the campuses." "Well, I don't believe you." And I said, "Well, he is and you better pay attention."

McCreery: But ultimately, Bannerman didn't actually put into effect the management information system?

Crooks: No, he dropped dead on the golf course.

McCreery: And then it was not followed up on afterwards?

Crooks: Well, no, no. The fad disappeared because it wasn't working, I don't think. It was carried too far and too regimented.

[Begin Tape 6, Side A]

Crooks: At the time that they were trying to put in this total information system, the campuses were mature, shall we say, the new campuses. The administrative staffs had grown, so instead of only accounting officers or business officers you had vice chancellors of this and vice chancellors of that. And the basic idea of the reorganization under Kerr was decentralization and that's the whole face of it. Some of the campuses made an outright bid to simply withdraw.

Up until this point, computerization was still having huge mainframes. And the only administrative computers were at UCLA and in University Hall and they serviced all of the campuses. And

that forced a certain centralization. But the computers were going into what was a third generation and of course, what you see now is the mainframes are gone and everybody's got a PC and there isn't any discipline at all left.

And some of the campuses were in outright revolt against Mr. Bannerman's ideas, which Charlie was backing, Charlie Hitch was. Santa Barbara—they were just going to pull out, use their academic computers to run administrative stuff, as I recall, and there were some real bitter fights. And they went on long after Mr. Bannerman died.

McCreery: Now, you served as secretary to the university Management Information Systems Council starting in 1967.

Crooks: Yes.

McCreery: Tell me about that.

Crooks: Well, that's where these fights took place. Yes, that was made up of the vice chancellors, usually of business and finance or administration from each campus, usually a systems person or computer person who came in with them. We had some groups of that committee that dealt with student information systems, financial information systems, different kinds of systems. And that's where the battles took place as well as in special meetings. The vice chancellor, say, in the Berkeley campus might go back and check and say to Norm Mundell, the fiscal officer, "Okay, we got past this. Will this work?" And Norm would say, "No, it won't," or, "yes it will." Some parts of it weren't controversial. But the fight was philosophical as well as technical.

I had to take the minutes. That was the price of being the staff. And they even had a huge debate on whether the minutes should be only action or should be very complete. And I remember Court Cornett, who had been in charge of data processing and systems within the Office of the President until he moved down to San Diego campus, led the fight for having very complete minutes. So sometimes the minutes coming out of those full day meetings would be fifteen pages long with single spaced typing. Very interesting.

George Turner, the fellow in charge of the systems and information systems office reporting to Bannerman, had been brought in by Fred

Balderston. He was a graduate student of Fred's and he'd just had his Ph.D. George was very smart, but he was very young. Oh, another interesting thing is that Bannerman wanted pert charts. I think that's what they call them.

McCreery: Pert?

Crooks: I think so. I may be wrong. This goes back a while. And so he asked George to put together really basically a time frame for all of these different systems and show phase one, phase two, phase three, phase four in completion. And then he asked me and Joyce to develop a tracking system tied to dollars. That was very challenging, and it was certainly beyond our immediate experience, so we went to a brilliant analyst that Charlie Hitch brought with him from the Pentagon, John Keller, and talked to him on how do you do this. So, we developed a great system. And what it showed was that George wasn't meeting his projections either in time or in dollars and so Bannerman canceled the tracking system—[laughter]—after about six months. He didn't like what it was showing him.

So, when Bannerman died, John Stanford, who was the division head of business within the vice president's office, was made acting vice president. And John had a lot of expertise. He had twenty years as, I think, deputy director of general services for the State of California before he came to our office, and he had been at the University I forget how many years, five maybe.

McCreery: That's an interesting background.

Crooks: Yes, and he was very competent, very competent. And we worked very well together. And we had hoped that he might get the vice presidency, but the Regents are usually looking for big names. So John Stanford was not made the vice president. John was acting vice president for about a year and a half, something like that.

John Perkins came in as our new vice president in May of '72. John Perkins had an amazing background. He was a graduate of Michigan. He was the budget director of the State of Michigan when he was barely out of his twenties, I think. He had a full professorship. He became the president of the University of Delaware when he was something like thirty-five. He took a leave during President Eisenhower's term and was undersecretary of HEW for two years.

Crooks: Then he went back to Delaware. And I think he was president of Delaware for something like 16 years. And Delaware is the DuPonts. And so it's very heady and very wealthy country and he rode his horse with the DuPonts, fox hunting. He was a very handsome man. And then he decided that he would like to go back to the academic world. No, he became president of Dun and Bradstreet, and that only lasted a year or two. And I don't know what happened there. And then he went back and took a distinguished chair at Northwestern University and I gather was bored to tears.

And he was on many national boards like the [Alfred P.] Sloan Foundation. And that's where he knew Ed Carter, Regent Carter, who was a very powerful Regent then. And he was recruited out of Northwestern, where he was bored, to become the vice president of administration or business and finance, whichever title they were using at that point. And he's the one who came in with the idea that everybody reported to him on the campuses except the chancellors. His publications were pages and pages long. And so he came in while Charlie Hitch was still president. And it went very well.

The general strike took place, which I've already talked about, I think, shortly after he got there. He's a very conservative man. And he found western society very different than what he was used to in the east.

His wife, Margaret, was one of the great people of all times. And he was devoted to her. And he would say, "Margaret and I have known better times." He felt it was very provincial here.

McCreery: Really? How so?

Crooks: Compared to the eastern seaboard. And since I'm strictly a westerner, this is very interesting to me to see this difference in culture, really. He used the deputy, an assistant like me, very heavily. He counted on the administrative work being done very well and he understood it. And then President Hitch retired. And David Saxon became president in July of '75. And things started getting very difficult.

McCreery: Now, had John Perkins made many changes within his own office before the change in the presidency?

Crooks: No. He was not satisfied with all parts of the office. But he told me that his philosophy as a top manager was to work with what you

had. Now, it's no great secret so I should say it. John had the worst temper I have ever seen. And it created some terrible problems for everybody that worked with him. It created tremendous stress and after I had worked for him for quite some time, I was able to figure out that it went in stages. The first stage is that it made some sense. The second stage, if it went to the second stage, which it usually did, is it stopped making much sense and he just blew. And the third stage is he fired anybody who was standing in front of him. And the fourth stage was that he would ring his hands. If I hadn't been there, he would call me and say, "Oh, I shouldn't have done that." And he'd just go through torture, himself.

I came to the conclusion it was not controllable. And George Turner, the head of systems, quit over it. I think it was partially responsible for Joyce Davis taking an early retirement because we were right there in the middle of it. A terrible failing. In between his temper tantrums, which sometimes wouldn't take place for months but sometimes you could just feel the tension building up and you just simply waited for days. And it was pretty awful.

McCreery: How did this affect you personally?

Crooks: Great tension. I don't approve of that. You did not raise your voice in my family the way I was brought up. No matter how much the problems were there, you simply didn't do it. And I got it more than once. It was very difficult. And it was particularly difficult in a way because, outside of that, he was a very interesting man. He was a painter, a very serious painter in oils. I would travel with him to all of the campuses. When he traveled, I went with him. He'd always take enough time in his schedule for us to go off to the campus art museum. And we'd talk art. My husband was an artist. We did things socially a little bit, which with many of the vice presidents we did not. And we would talk about a lot of things.

One of my jobs with all of these vice presidents was to brief him for Regents' meetings so that we'd have to get together everything once we got the agenda and then I have to know it well enough to answer any questions or if I couldn't answer them, know who could answer them. And sometimes he'd take a break, you know, and sit back and we'd usually end up standing and looking out the window and talking about art or talking about almost anything. So, I'm very fond of John. But he had a terrible temper.

McCreery: Did he fire very many people?

Crooks: Well, he didn't actually fire anybody. But they thought they were fired. Dick Wolfe, who I've mentioned, I remember John fired him and I was in the office and of course, Dick with his military background, I mean, he figured he was fired. And so I went over and said, "Dick, you know, you're not fired. It's just this terrible temper." But nobody was immune. And that was a real problem.

McCreery: Was it ever so serious that you considered going elsewhere?

Crooks: No. But Joyce did. And she took an early retirement. There were enough good times. No job is without its problems. And my job always had pressure in it of different types. This just was a different type of pressure. In some respects, the pressure with Fred Balderston was just as much but in an entirely different way because Fred was a very nice guy but he couldn't make decisions. And he would sit there and I remember one department head needed a really important decision made and Fred would have me in there sitting and listening to this presentation every week. And he'd never make a decision and it drove us all absolutely nuts because you couldn't get your work done. That wasn't a problem with John. You'd get your work done. But you couldn't get your work done with Fred. You needed the decision at the vice presidential level.

So, over a period from Ray Kettler on, I always had pressure in that job. It was just a different kind. There was a lot of pressure with Mr. Bannerman. I mean, I was fighting with him and saying I won't do it. And I don't take that very lightly. I figured he could have fired me for cause on that one. So, no, I didn't consider leaving. But I sure didn't like it.

McCreery: I know you had a very strong devotion to the university as a whole.

Crooks: To higher education. Very strong. Still do.

McCreery: I wanted to ask you about when you chaired the ad hoc advisory committee on the employment status of women.

Crooks: Oh, yes.

McCreery: I had that marked down starting in 1971.

Crooks: Yes, John Stanford was acting vice president then. Bob Kerley, who was the vice chancellor of administration for the Berkeley campus, called up and asked me if I would be the chair of this committee. And I said, "But Bob,"—I've known Bob since '54—"it's a Berkeley campus committee, and I'm in the Office of the President, and I don't think that's appropriate. And I don't know if I have the time anyway." And so he said he'd think about that.

Well, he called again. And he called Stanford and asked if I could have the time to do it. And finally, I said, "I still don't think it's right." He said, "Well, we want a management person and we have no management women on the Berkeley campus." And Stanford said—Stanford was very much in favor of women's rights. And he says, "I think this is a good opportunity." So I did it.

Oh, my. That was not a pleasant experience. We had a committee. The campus put together all—there were a couple of men but mostly women. We had the old-style administrative assistants who were very protective of their status and were very well coiffed, you know, in their sixties, thoroughly disapproved of women's lib. And everything from there to men-hating, far-out young women radicals. It was not an operative committee.

McCreery: How large was it?

Crooks: Oh, gee, I don't know. Well, when we were all sitting as a committee, I don't know. Maybe there were twenty, twenty-five. We had open hearings on the Berkeley campus and they were rather rowdy. Some of the young women would come in in their leathers and things, you know, and they'd yell. And the elderly ladies would be very offended by this kind of conduct. Basically, how we got a report together is we decided to go over all the personnel policies, non-academic personnel policies, and to determine if they were discriminatory. And we found that they were.

And Joyce Davis—see, I came to the very rapid conclusion this committee was not going to be able to do anything as a committee. We were going to have to give them papers to either approve or not approve. And so I tapped into my own resources. So, Joyce took over the assignment of the personnel. And she knew personnel backwards and forwards and she basically rewrote personnel policies and eliminated gender discriminatory language and policies.

Crooks: And then Ida McClendon, who was down in the press office—a young black woman, very talented—took over the job of writing up the committee's reports. And I've gotten a little vague. But at any rate, we made some very specific recommendations. It took about a year—I forget how many public hearings on the campus—and sent them off to the chancellor and vice chancellor. And they were never acknowledged. And after some period of time, months, I remember having a conversation with Bob Kerley and saying, "The least you could have done was acknowledge it." So they just died.

McCreery: Had this committee existed before you stepped in?

Crooks: No, no. And it didn't exist afterwards.

McCreery: What was its genesis?

Crooks: Oh, probably politics—that they had to do something, so if you want anything done, you form a committee. And sometimes that works and sometimes it doesn't work. But we did something. I should think that report is one I saved but unfortunately it burned. It would be in the archives. But it came in very handy because the non-academic personnel office reported to John Perkins, and so Joyce and I would just sort of take some of these ideas and put them through the policy end of it and get quite a few of them through.

That was not a pleasant assignment. It was a disappointing assignment and it was one that can make you quite cynical, except that I'd been around too long in bureaucracies to really get cynical. The fact that they didn't even acknowledge it was dumb.

McCreery: Yes. Was there any problem from the point of view of the Berkeley committee members that they brought you in to head it?

Crooks: No. I've got a lot of experience being a chair. And I've got a lot of experience in public speaking. And I think most of them were awfully happy that I could chair those open meetings on the Berkeley campus that got pretty unruly.

McCreery: So the problem areas were with the work itself.

Crooks: And the disagreements. I mean there was no way—I have a sister who is very much like these older women I'm talking about who are very threatened by the feminist movement, very threatened. And I

have never been able to discuss that with my sister in any rational way. So I haven't for years. And there is no way that these two sides were going to communicate.

McCreery: So, you met monthly or something?

Crooks: I don't remember. It was fairly intensive. I mean, I didn't take a leave of absence. We were still doing everything else we had to do. And some of the work we just used elsewhere.

McCreery: Okay, let's talk a little bit about some of the other committees that you served on before we move forward into the David Saxon presidency. The first one I have listed that we haven't mentioned so far is the committee on reports management starting in 1972.

Crooks: Yes, well, we've talked about the records management program, mostly in terms of things like the retention and destruction of records in a timely basis and putting together modern types of records programs. In that records committee and particularly in the early years of it, we had a very strong membership from the campuses. And the records management profession was growing nationally.

One part of records management which is not talked about very much is reports management. And I guess in the early seventies we decided that we should make some emphasis on that and so I think it might have been John Stanford who was the acting vice president at that time. I'm not sure of that. But he had served, as had I, in the State of California paperwork management committee. I was on a state committee. So with his background with the state general services department, he was very familiar with this. So, we decided to put in a test-case study of reports management and actually carry it out within the whole vice president's office. And this was very successful.

Basically what you do is you identify all the reports that are made, whether they're accounting reports or personnel reports. You know, bureaucracies spew reports out. So, first we did an inventory. And then we developed a questionnaire of "Why do you do this? What will happen if you don't do it?" We sent it out to a list of all of the people that these reports were sent to. That is simply a very logical process of questioning why you do the reports.

Crooks: In a bureaucracy, it's very simple for someone at a top level to ask for a report and it suddenly gets built into the organization and it's spewed out for years. Everybody who gets it says, "Well, somebody else needs it," and throws it away. And so we were able to go through and eliminate a tremendous number of reports that had long since ceased to be useful.

For about half the time the records management committee was in existence we costed out what the program cost and what it saved. And it really saved in cost avoidance. But that's real savings, too. And so we would cost out how many records were destroyed, how many linear feet and how many file cabinets that would take. And there are standards in the industry of how much time it takes to service one file drawer and so forth and so on. So, we were up into \$20 million at one point.

And in the reports management, we had real savings because we were able to determine how much time, staff time, it took to develop a report and how much it cost in paper and how much it cost in postage. And it was very successful from our point of view. It is a nicety, however, that never got carried out to the rest of the university. So, we did have a reports committee internally as a working committee. But we never expanded. We tried but we didn't have any takers.

Another thing we had on records management was a vital records program which I haven't mentioned.

[Begin Tape 6, Side B]

Crooks: As we developed disposition schedules or retention—those are synonymous: you retain it this long or you destroy it at this point—we realized there were certain records that are vital to the university and we defined what vital meant. It had to be something that there would be really grave consequences if you did not keep it. It wasn't nice to keep, it was vital to keep. And so in our retention schedules that I've mentioned that were published, we would determine in the committee, in discussion, what the vital records were. And this meant that the office of record that had them had to keep them forever. We would identify which offices had them because—take the employment forms. At one point, there were fourteen copies in

fourteen different offices, locations. We would determine the office of record that would have a longer retention period than all other copies and then we would determine those few things that were vital. So, we hadn't mentioned that part of records management. What other committees?

McCreery: Well, just before we leave that, who served with you on that committee, either by name or by title?

Crooks: Well, that was the records management committee.

McCreery: Okay, so the same one that we discussed directly that you were involved with going back to 1963. I see, okay. It says here you served on the Berkeley campus parking and transportation committee. That's a little bit later, 1976 to '77.

Crooks: Well, I also served on the parking committee for the Office of the President. I guess that's why I was asked to be on the Berkeley campus one. That didn't seem to amount to too much. We didn't meet very often. And my recollection is that not an awful lot came out of that. But it does bring to mind my service and responsibilities on space assignment.

McCreery: Okay, let's do that.

Crooks: I learned the hard way and I think anybody who gets into space learns the hard way that there is no way to satisfy everybody and it is 95 percent emotion. And I served as the chair of the space committee for University Hall. And when I wasn't chair, I was on the committee. Very emotional. Nobody's ever happy. People do get moved around. They get very upset. By nature, patience does not come easily to me and illogic is very difficult for me to deal with. And if there's anything that will test both, it's space. And anybody who's involved in space assignments knows that there's no good way out of it because it's the exception when you're dealing with it in a logical way. You're dealing usually with raw emotion.

McCreery: Were these often issues of actually moving different offices in and out of buildings and things of that scale?

Crooks: Oh, yes. From this part of University Hall to another. Does this person get a private office? As we started getting more filled up, people who'd had a private office had to share. It was very difficult.

McCreery: Let's talk next about the management development committee.

Crooks: Well, I don't remember too much about it. I think I've talked a little bit about putting the first sort of informal management program together. We got a new director of personnel in Morley Walker and he developed a new and more structured approach to who was in management. And he had a committee and I guess any appointment into management had to go through a committee and you had to sort of agree or not agree. Again, you have a lot of emotion and you get a lot of politics, frankly, in something like that.

McCreery: Okay. You mentioned that you also wanted to talk about the quality of management steering committee.

Crooks: Oh, yes. When Ronald Reagan was governor, remember he campaigned against the university in his first term as governor which led, of course, to Kerr's firing. And he was very hostile, very hostile. And he had put together a group that was going to review the whole administration of the university with the idea of bringing more efficiency to it. And the university had no choice but to respond. And these fellows—a lot of them were businessmen—would come in and would hold hearings and would ask for papers and everything else. And in a way, we were under attack.

And John Stanford was put in charge of that and I was his assistant, so he and I worked very closely together on it. We would have to take a subject such as purchasing this month, and we would call the chief purchasing agent in and here would be all these questions and we'd have to put all this together. In essence we all put together a justification and in some cases we changed ways of doing things. It was highly charged with politics. But there were some good ideas that came out of it. And it was sort of a cost cutting thing, too. I suppose it lasted about a year.

And John was very good politically and he had those twenty years with the state. And I've got background in politics. So, it was both an efficiency review and a political exercise. And there was a big report that came out of it in which we say, well, we agree with this or we disagree with that and so forth. But it was fairly intense for a while.

McCreery: And this committee was pretty much on the defensive?

Crooks: John did his best to keep it from being that way but when you call in somebody like a chief purchasing agent who's been there for a long time, he gets very defensive about his program, yes.

McCreery: Sure, sure. Now, what was the makeup of that steering committee over the period—let's see, it's listed here as 1969 through 1971—that you were a member.

Crooks: Well that's as long as it lasted, yes. That was it.

McCreery: Who served?

Crooks: Oh, I don't remember.

McCreery: Okay.

Crooks: I remember John and me working very hard on it. And I remember looking at it from different functional areas, but I don't remember who all the rest of the committees are and I served on an awful lot. [laughter]

McCreery: You did.

Crooks: Yes, I did.

McCreery: Let's come back to the question of your changing role over the course of all of these vice presidencies. Every two years or so as you pointed out, here came somebody new that you were going to assist very directly and so on. Do you have any thoughts about what that was like for you overall and where you might have wanted that to lead?

Crooks: Well, to begin with, of course, when I started out with Ray Kettler, there were no career roles for women. So, I didn't think of it in terms of a career. I thought of it in terms of, here's a wonderful opportunity and a job with a nice salary and doing the best I could and I really don't think I thought beyond that. There wasn't any place to think beyond that. And of course I worked for Ray for quite a long while.

By the time I worked for Charlie Hitch, things had progressed socially enough that—you know, the civil rights movement did a lot for women. You suddenly say, "Hey wait a minute."

Crooks: And Charlie really used me as a full deputy. And I was aware of that. I mean, I knew the levels of responsibility that he was giving me were far beyond other "assistants to," or most. Or, let's put it this way, of the women who were "assistants to," some of them were executive secretaries, and I do not discount their importance. But that's quite different. I was aware by this time that the "assistant to" for a man often led to the top job.

And so, yes, by the time I worked for Charlie, I was aware that I did have ability in this area. And I was also a division head as well as an "assistant to." And for those times I had a reputation of being a very good and fair supervisor who challenged people and gave them opportunities to the extent I was able to. That means you can't just fluff up a job without the job being there. And I knew that it wasn't quite fair. But I think I've always been a realist. So, where it was leading to was probably no place.

But I also was aware by this time that the title and the salary is not what determine the respect and the power. And Charlie and power is very interesting. I even went back and started to read things like Machiavelli and *The Prince*, literally. His use of power was very interesting. Being an "assistant to" over a period of time and watching the interplay of chancellors and campuses and interplay of campuses to campuses—I suppose it's my political background—you start learning to deal with power. So I suppose that I was satisfied in that I had everything that I could expect, short of the title and the salary. But money was never where it was with me.

I wanted to do things. And I was doing things. I was on more committees, intercampus committees and interoffice or Office of the President committees than any of the men division heads. But there's not much you can do about that sort of thing. I was also keenly aware—when Ray left we had to report to Wellman, a whole different style; then Charlie, whose style is so different from Ray's; and then Fred, who couldn't have been more different than any of them—that I had one firm conviction. If you were going to be an effective "assistant to," you had to be able to reflect properly what the vice president wanted. And you have to be very flexible to do that.

It is not unusual for a new vice president or a chancellor simply to get rid of the immediate staff and bring their own with them. It's very common. Bannerman didn't want a deputy. But he had high regard for the administrative side of my office. So, you sort of shift.

You shift and you have to lead your people to shift. And you suddenly don't do things that the previous vice president thought was important and you do something else instead.

I think I would have been very bored. The one thing I know about myself is that if I don't have some kind of a challenge intellectually, I am bored, I am no good. And some people have asked me how I could stay as an "assistant to" from, what, '59 to '77 and not be bored. And I said, "The job changed so much so often that there were always challenges." There was the challenge of the change itself. There's the challenge of other kinds of work to do. There was the challenge of trying to understand the vice president at the same time you were trying to be helpful to him. And also, in many relations, you were the liaison of the vice president and other people.

McCreery: And were the vice presidents consistent in continuing to give you new responsibilities and areas of interest?

Crooks: Yes, I mean, it was changing all of the time. And the university was changing, very rapidly. It was growing phenomenally. It doubled in size in the eight years that Kerr was president. And it kept growing. There were certain things that did not change. You still have to deal with personnel forms and putting people on payrolls. You have to get payrolls out. You have to keep departmental accounts. You have to brief the vice president on Regents material and be sure that the divisions put together the material you want. That was a constant. So my principal clerk who kept departmental accounts, the only thing that changed for her job, although we had several people in it over this period of time, was that divisions would come in and come out. When you got a new vice president, they were tailor-made, often, to that vice president.

So, Ray Kettler never had personnel under him, non-academic personnel. But Charlie Hitch did, I think. I know John Perkins did. The budget reported to Ray Kettler and to Charlie Hitch but when Charlie Hitch moved to that new vice presidency, he took the budget with him. That's power. So it moved out. Architects and Engineers was moved in at one point to us and they had never been part of us and their departmental accounting was brought in to ours and we had to change the way they did things. But basically that part was static. Records management was static, growing, adjusting to new clients.

Crooks: But the part that changed a great deal was the committees, the "assistant to" always changed and the different kinds of assignments that vice presidents gave me personally, even though I would use my staff where I needed to, would change. Bannerman, who didn't want a real "assistant to" in the terms that Charlie Hitch did, sure didn't hesitate when he wanted to have this tracking of information systems or zero-based budgeting. So, what he asked was more on the administrative side than the extension of his vice president's dealings or representing him.

So, it was constant changes, I think, up through John Perkins. When he retired, of course, everything changed. I don't think I ever got bored, never. I got a little frantic on occasion on, "How are we going to get this done and within this time frame?" or "How are we going to do something?" The interpersonal relations in a big office at that level are not easy. And I think we did not have another department head other than a white man up through John Perkins in all those years. And certainly some of the department heads resented me deeply. And I had to learn how to deal with that and that is a challenge. And still remain true to what my idea of a professional woman should be. And that's not easy.

McCreery: Now, did you take a particular interest in other women on your staff and in bringing them along? I know you mentioned how much you enjoyed working with Joyce Davis. I know you gave them opportunities when you could.

Crooks: Oh, yes. I brought in a wonderful young woman who was just a natural in financial analysis. And she came and she started out as a typist, a graduate from Cal. I think she was in anthropology. And she was just so smart. So, I'd try a little bit of, "Would you like to try this?" And she just turned out to be one of the most natural financial analysts I've ever worked with. And I got her up into the professional ranks very quickly. And she started getting an MBA and she finally decided she wanted to go into museum work. So, I don't know how long Marty was with us. Probably five years. And she's now a curator at a museum back east.

I could help women in my contacts with other people, not just my own department. I remember Santa Cruz, the assistant to the vice president of business and finance, Elizabeth Penaat, who I met. She was one of the first employees down there. Elizabeth's very smart. And the vice chancellor came from a long-established family from

the Monterey/Watsonville area and has many contacts, and he spent more of his time in public relations, very effectively, than he did in the business and finance. And Elizabeth slowly, just as I did, got more and more responsibility and he stayed there a long time. And the day came when he decided to retire.

And the new chancellor, who I had known—he had been a vice chancellor at Berkeley and we had been on a committee together or something—called me up because I was the assistant to the vice president of business and finance and asked me for recommendations and I said, "Look, Elizabeth's been doing the job for years." And he made her the first woman vice chancellor in the organization. So you can do it in all sorts of different ways.

McCreery: But there was no talk of your becoming a vice president?

Crooks: No. No, not that I'm aware of. I shouldn't think so. We've never had a woman vice president to this day. And when you're in a center of power, you make enemies if you do things. If you don't do anything, you don't make any enemies. You may not have much respect, but you don't make enemies. But I made enemies. I had to do a lot of things which some of the guys did not like at all that affected their careers. You know, it's awfully nice, if you have a tough "assistant to," to let them do some of the dirty work on occasion. And that goes along with it, along with the challenges. There's a lot of jealousy and you have to learn to deal with this. And I think much more so for a woman. And there just simply weren't, in those years, any other women.

There were others—Virginia Norris, but she had an invisible role. Mine was not invisible. Gloria Copeland's role was not invisible as the assistant to Kerr and later on to Saxon. But she had no supervisory responsibility. And she was feared and I'm sure I was feared. More than once people have said, "Well, they're afraid of you." I say, "I don't know why," because I try to be very fair. It's just built into me by my dad to think things out. If I have to do something unpleasant, I try and do it as carefully as I can. But that doesn't, just like space, that doesn't get you there and you have to learn that. But the vice presidents—you know I really respect Charlie Hitch for telling me the way it was. He and my graduate adviser are the only two who came out and said that's the way it is. And I respect that because that is the way it was.

McCreery: Yes, those two stories were very similar.

Crooks: And I respect that. What I don't respect is indirection and weaseling. Well, I think that's about as far as I can go on that particular subject.

McCreery: I have a last question before we leave this time period that we're in. Your c.v. notes that your special assignments included serving as an official university representative with outside consultants on various university business such as plant accounting and coordination with the auditors and that sort of thing.

Crooks: Yes, this was under Vice President Perkins. And it's not unusual when you have a particularly difficult problem to get an outside consultant. And the whole physical planning and construction, sometimes called Architects and Engineers in earlier days, was transferred over to John. And I think John was pretty much directed to look at it in depth. And so we hired an outside consultant, one of the big eight consulting firms, Arthur B. Young, for management consulting.

And John gave me the assignment of directing that. And so I worked very closely with the partner who was in charge—would set up meetings, would give him background, would keep the vice president involved when need be. And I think that was about a year's assignment. It was a very heavy one. And of course it put me in, coming back to what we were just talking about, in a difficult situation with that entire division because the results of that were that there were a lot of changes made in the way they had done business.

Same thing on the audit. The State auditors would periodically come in for something and I was their contact person, networking with them and doing whatever was necessary to keep the project going.

McCreery: So, this probably came up intermittently over a period of years.

Crooks: Yes, you never can anticipate when one of these will hit.

McCreery: Were you working with anyone in particular in the State auditor's office? Did you have regular relationships that you developed there?

- Crooks: Yes, Kurt, what's his last name? He ended up being the chief auditor for the State. And may still be. You know, they abolished the State auditor general two or three years ago, and I think they reestablished it. We had very good relations. And that's very important when you're the university representative working either with a consultant or with an auditor, outside auditor, to have very good and open relationships but always be aware of what your role is in relation to theirs. It's a challenge, yes.
- McCreery: Do you remember what kinds of issues you worked on? Anything in particular or was it—?
- Crooks: Well, the physical planning and construction area—I don't think John Perkins was happy with the way it was going. And I gather the president wasn't either. And the result of that was that the chief engineer retired. And then there was a recruiting. And so did the chief engineer, chief architect. So there was recruiting and I often did a lot of recruiting for the vice president and I did the preliminary interviews.

[End of Interview 3]

[Interview 4: April 9, 1994]
[Begin Tape 7, Side A]

McCreery: Okay, we wanted to finish a little bit about the subject of our last tape last time. Do you want to go ahead and finish your thoughts?

Crooks: Well, by this time, Perkins was vice president from '72 to '77 and there were more women being hired into professional jobs so that we had women accountants and women analysts—not a preponderance, but no longer just one in an office. And there were some women going into management. Sarah Molla had become the news officer for the Office of the President in '72. I think by this time Dorothy Everett had become in charge of the president's Regental and policy office. And I'm not sure if by this time her title was Assistant to the President. And I don't remember offhand some of the rest of them, but there were women who were becoming able to move into professional and some of the lower-level management positions. There weren't too many. And as a matter of fact, there still has never been a woman vice president of the University of California, even as late as today, 1994.

I mentioned that John Perkins was vice president until '77. Charlie Hitch retired and David Saxon became president on July 1 of 1975. He had come from UCLA and he proceeded to make major, major changes in the Office of the President. From the perspective of the Vice President of Administration's office, many of them were very puzzling. John Perkins found them puzzling. He became very concerned. He thought that there had been good Vice President of Administration departments, some stronger than others, of course, but by and large, doing very satisfactory work. And he would come back from a meeting with the president obviously very distressed.

And he was asked to do an analysis of all of his departments, which he did and worked on personally very hard. He wrote it himself, which is unusual at that level. Usually somebody else does the writing. He had one department in which he thought the department head was particularly unsatisfactory and he was struggling to see what he could do about that, and he had pretty much written everything that he wanted. He was a very candid person so it was quite a document, with an analysis of all the managers who reported to him on their strengths and weaknesses and so forth.

Crooks: I don't know if I mentioned previously that John Perkins had a very bad temper. Have I? I have. Evidently so did President Saxon. And evidently, I gathered from what John told me, things became very difficult and he found this a very difficult situation. And so he took an early retirement in June of '77, when Saxon had been there two years. And he was very concerned on what was going to happen to the place because I know he told me several times, "You'll be all right as long as I'm here, but I don't know what will happen when I leave." What happened is that Saxon abolished the vice president of administration or business and finance, however the title was at that point.

Saxon was a great paradox to me. He was a man of great principle. He had been involved in the oath controversy early on in his career as a young professor and was one of the ones who refused to sign the loyalty oath and lost his job, at least temporarily, on it. He was a man of great principle, but he was a very, very puzzling administrator. One thing is that he seemed to have brought an antipathy with him from UCLA to the Office of the President.

McCreery: I think you called that the UCLA syndrome when we were talking the other time.

Crooks: That's right. And I have forgotten if it was Saxon or his executive assistant Beverly Liss, who he brought with him from UCLA, who would go around saying we were going to destroy this fiefdom, which I found a very puzzling thing since it was their own office they were talking about, the Office of the President. To have a billion-dollar corporation like the University of California with no administrative financial vice president seemed to me very strange, to put it mildly.

When John left, Saxon brought up Jim Hobson from UCLA to be in charge of the whole division. Jim was the vice chancellor of administration from UCLA and somebody I'd worked with for many years. Jim proceeded to dismantle the organization that I was a part of. They not only abolished the vice president's job, they abolished my whole department.

McCreery: So you were reporting to Jim Hobson at this time?

Crooks: Yes, I did, for about six months. He assured me things would work out and I didn't have to worry, but I did have to find jobs—I think I managed to—for most of the staff that reported to me. Joyce Davis

had retired six months before and I had not been allowed to fill her position, which is just as well as it turned out.

They transferred the whole records department and purchasing department to somebody else. I forget who it was. Hobson basically abolished the business office, which was a whole department, on the basis that it was not needed. And I was involved in all of that because I remember on the abolishment of the business office, under instruction from Hobson, I wrote the necessary letters. I didn't like doing it. And eventually—there was turmoil throughout University Hall.

McCreery: Did those letters describe the changes they were making in terms of some organizational goal or were they just straight termination—?

Crooks: No, no, no. They just were more or less on the basis that this was unnecessary. Bev Liss from UCLA was a very difficult person to work with and added a lot to the stress and uncertainty that was going on throughout the Office of the President. And it evidently got so bad that she went off on medical leave and never returned. But this was after a couple of years. It was a bloodbath for many people. And at least in my estimation, the Office of the President never regained the clear mission or the strength that it had before this, not to this day.

Before John left, the Political Reform Act of the State of California had been passed by the voters. And John and I had gone to a couple of preliminary meetings at the general counsel's office [to hear an explanation of what the Act] was. And the academics were very concerned because a literal reading of the law would have meant that a faculty member could not have assigned his own book to his own class. So the academic senate was being heard very clearly. That was the only exposure I had to it before John retired and Hobson came in.

In January of '78, after a lot of changes to many of the departments and so many people leaving, Jim Hobson called me in and told me that I was going to report to Vice President Kendrick, who was vice president of agriculture, and I would take with me the professional records management program—period. I was very surprised because he had been assuring me for six months that there was a meaningful role for me and this was not a meaningful role, but I had no choice. There then was a rather strange little dance going on because I talked to Jim Kendrick and he'd say, "No, you're not reporting to me, you're

reporting to Vice President [Archie] Kleingartner," who had come up from UCLA under Saxon to be a vice president of academic and staff personnel relations, a new position. There had never been one like that before.

I think this little dance, as they sent me from one to the other and back to Hobson, went on for a couple of months. And finally they decided I would report to [Vice President Archie] Kleingartner. And I moved out of my office on the fourth floor, where I'd been since January of '59, and moved down to the basement.

McCreery: Kleingartner, okay. So, into the basement.

Crooks: Into the basement. And it was an interesting experience. I had always been clearly conscious that much of my authority and power were a direct reflection of whatever vice president I worked for. I was very conscious of the strains of people throughout the building, and I thought I may never see any of my colleagues again since I have been banished. And not surprisingly, a lot of them just floated away. That's no surprise. The nice surprise is the ones that call you up and say, "Can we have lunch?"

Not too long after I reported to Kleingartner, he called me up to his office and asked me if I knew anything about the Political Reform Act of the State of California. I said a little bit. And he said well, he had the assignment to manage this and to put it into place in the university, and the person he had working on it did not understand it and would I take it over? I said yes, at this point anything, you know. The one thing I fear in my working life is being bored. I'm not very good when I'm bored.

And so, I got to work on it and realized that this was a very challenging assignment and that I had to have some help to do it. And so I asked Joyce Davis, my former deputy, if she'd come out of retirement on a part-time, maybe a three-month basis or something to help out. And we hired a secretary. And at that point, the law said that each agency, the university being one agency under their interpretation, had to develop its own conflict-of-interest code. And so Joyce and I, working with Gary Morrison, now deputy general counsel in the general counsel's office, basically wrote the first code book, which was very legal in nature. Joyce had a lot of legal training. She had gone to law school and it comes pretty easily to me, too. So, it was a real challenge.

McCreery: Now, what year was this that you were working on writing this?

Crooks: This would have been '78.

McCreery: So, the Political Reform Act had come around in '74 and had been passed by the voters. Could we pause just a moment and talk about the general climate that led up to that? Specifically, to what extent do you relate it to the Watergate scandal under President Nixon?

Crooks: Well, I think it was related. There was a tremendous amount of distrust in the public and this was one way that they could get back. I think it had something like a 98 percent approval vote.

McCreery: I didn't know it was that high.

Crooks: Yes, it was just absolutely overwhelming. But nobody thought it applied to the University of California. If you wonder why, when it was passed in '74, the university wasn't doing anything until '78. It was really geared to the legislature, and the politicians, and the state government, top-level people. And it took quite a long while for anybody to get around to saying, "Hey wait a minute, the University of California is a public state agency and the law applies to them." And of course, when the law—it was a constitutional amendment as I recall—when the law was passed, it wasn't written with the idea of an educational institution. So there were many problems in it for the university. It's just like right now, we're going in a feeding frenzy of mistrust against politicians with things like term limits being passed.

McCreery: Recall elections.

Crooks: Recall elections and so forth. Although it doesn't seem to me—maybe my memory is not very clear—that that distrust lasted that long because Watergate was so personally Nixon.

McCreery: Yes, it wasn't viewed as part of a much, much larger problem, perhaps.

Crooks: Well, of course, his immediate staff, Haldeman [Robert H. Haldeman], who was a member of the Board of Regents, you know, of the University of California, and John Erlichman and so forth, they were certainly part of it, so the distrust was to Nixon and his high-level people. So you can say, well that would be comparable to

the governor and his cabinet people. Any distrust of the university at that point really was whatever remnants there were to the Free Speech Movement and Reagan's campaigning as, "I'm going to straighten up that University of California," when he ran for governor.

We had to face, right off the bat, the question of the faculty in order to write that first conflict-of-interest code for the university. The Fair Political Practices Commission had been established by the Political Reform Act. And this was made up of commissioners that were supposed to be very independent and free of political influence.

Daniel Lowenstein was the first chairman and was very impressive, very impressive. And we would go up, Don Reidhaar, the general counsel, and Gary Morrison, the attorney, and myself usually, and we had to do two things. We had to make a list of all designated officials as the law defined designated officials. And we had to see if we could solve the problems of the faculty being subject to the Political Reform Act and thus not even being able to assign their own textbooks, even if it was the best one in the field.

McCreery: Maybe we should review, in a nutshell, what did the Political Reform Act say?

Crooks: Oh, my, it's very complicated. Okay, it says a designated official is anyone who makes financial decisions. This is a terribly simplified version.

McCreery: I understand.

Crooks: And anyone who could make a financial decision, if they have a financial interest in that decision, may not make the decision. And they have to file a conflict-of-interest statement once a year on April 1, outlining their financial interests as defined.

Now, for a state agency and the way they are organized, they may have ten designated officials. But if you look to see how the University of California is organized, you have faculty making financial decisions all the time on any books or articles for which they receive royalties. They have a financial interest in that book or article, and therefore they may not make the decision to require that as reading. [Also, any research grant received from a non-governmental entity calls the Act into force.] If you look into the

administrative side of the university and you understand how decisions, administrative decisions, are made in teaching and research departments, you have administrative assistants in the clerical ranks making financial decisions every day.

So we had to convince the Fair Political Practices Commission that a literal reading of this law would be absolutely overwhelming. I remember distinctly that we would tell them—and these are public hearings up in Sacramento—that they would have tens of thousands of people covered by the law. And this was my main role, making the designated officials argument that we did not have the staff to do it because this meant tens of thousands of financial disclosure statements coming in by April 1.

The decision had already been made that the University was one unit. So we could not decentralize this off to the campuses. And the chancellors didn't want it decentralized at that point. They did not want financial disclosure statements floating around those campuses. They are public but they didn't want them there.

I suppose we commuted up to Sacramento for the better part of a year. And so we got an agreement—an understanding, not an agreement—an understanding that we would put together a list of designated officials by title that we thought was reasonable and consistent with what the law was trying to do. And how many did we have? About 1,500.

McCreery: Is that right?

Crooks: Yes. What we did is we took, basically, the chart of organization, and my experience in the vice president of administration's office was just invaluable because I knew the organizations on the campuses from top to bottom, administratively. So, we'd start out by location saying Berkeley campus or UCLA, chancellor, vice chancellors, assistant vice chancellors, associate vice chancellors, accounting officers, purchasing officers, et cetera. And when we got this list done, we then worked with the FPPC's legal staff to see if there was agreement, which there wasn't. There was partial agreement.

But they went over every single title. And eventually we ended up in the public hearings in front of the Fair Political Practices Commission, in which the commissioners said, "Well, now would you please describe to me the job of X," and I would have to get up

and describe it. And it went quite well. And we finally reached an agreement of who the designated officials were.

Of course, they had the authority. We didn't. We could only negotiate. We lost some points. They insisted that every person who did purchasing in the central office had to be on the list. So, it wasn't just the chief purchasing agent on the campus, it was all the buyers. And we had to then go out to the campuses and the [Department of Energy] laboratories [managed by UC] and ask them to fill in the names of all the people who filled these jobs. And that took a little doing. We had a very interesting legal question come up on whether this law would apply to Los Alamos National Laboratory.

McCreery: Because it's not in California.

Crooks: It's not in California. And the chief lawyer for the FPPC and Don Reidhaar, our general counsel, and Gary Morrison, with me sitting in on this one, argued back and forth. There was no question that Los Alamos National Laboratory was a part of the University of California and an agency of the State. It was also equally clear that the employees were residents of New Mexico.

McCreery: What did you think should happen?

Crooks: I didn't know. I thought it was a terribly interesting question and was sitting there wondering what the lawyers were going to do about it. They compromised. They listed the director of Los Alamos as a designated official and they put in a footnote saying that was the only person who had to disclose. So the symbolism of being a state agency was maintained, but it did not force New Mexico residents to file financial disclosure statements. There was no question in anybody's mind that if they had done that there would have been lawsuits. There were a lot of people who simply do not want to disclose their financial status. Very understandable.

McCreery: But no trouble arose in connection with just having the director file alone?

Crooks: No. The other thing was that we had to negotiate what to do about the faculty and their role. And this ended up also a very interesting legal situation.

Crooks: Again we worked with the legal staff of the FPPC and the vice president of academic affairs, who at that point was Don Swain. We would go up and testify in front of the FPPC on why the faculty should be exempt and that a strict application of the law would have a chilling effect. Well, the lawyers and the FPPC knew they had a real problem and over a period of I don't know how many months, the two sides wrote an academic regulation as a regulation of the Political Reform Act, which basically exempted faculty members in their teaching and research capacity. And that solved that problem.

I always felt it was very interesting because I didn't see, from a reading of the law, that the commission had the authority to make an exception to a law that the people of the State of California had passed, but practically speaking, it was the only way out, so nobody ever raised that question. I'm sure I'm not the only one who had that thought in mind.

So, we got finally to the point where we were actually going to put it into place. And I think this must have been—I'm not sure what year it was. It may have been '79. I could check on that if you wanted me to. I got my dear husband to design us a beautiful cover because the booklet of conflict-of-interest instructions was quite thick. It had to go out to every designated official with the instructions. We asked the chancellors to appoint a conflict-of-interest coordinator for each campus and also the same thing at the three laboratories. Well, no, not Los Alamos. And of course, the Regents were covered by the law.

There were quite a few people who were very upset about having to disclose. One chancellor—I won't say who—wrote a letter and said he wouldn't do it. And another chancellor verbally said, "I won't do it." And we had to get the word back that they couldn't hold their jobs if they didn't. And when we went through the first filing, we were wondering what would happen on those two.

Now the Regents in the meantime simply instructed the general counsel, who reports to them, to get them out of it. And so we went up to the FPPC and I listened while Don Reidhaar and Gary Morrison, both brilliant lawyers, tried to convince the FPPC commissioners that the Regents were not officers at the University of California.

[Begin Tape 7, Side B]

Crooks: Well, the commission was not about to be convinced, so under instructions from the Regents, Don Reidhaar filed a lawsuit against the FPPC to exclude the Regents from reporting requirements. And that went to Superior Court Judge Ira Brown in San Francisco. And I went over with Don Reidhaar and Gary Morrison. And the FPPC sent their lawyers down and our case was presented. Judge Ira Brown, I was told, was a famous judge. And he was really held in awe by the attorneys. And the FPPC attorney, Bob Leidigh, who had just come on board that week, presented his side, after which Judge Brown sat back and said, "I am disqualifying myself from this case. I have to file a financial disclosure statement. I don't see why you people shouldn't also and I will have it assigned to a different judge."

Well, they pulled a Judge Arnold out of retirement after months. And again this was argued. And the judge made a preliminary ruling that limited the amount of reporting that the Regents had to do until there was full testimony and he'd had time to make a full decision.

McCreery: Limited in what way?

Crooks: Well, I'd have to have the material in front of me. At the time, he gave this interim opinion, I remember this, that we thought that was more limited than it turned out to be. And when we analyzed it, it turned out that the Regents had to do a fair amount of reporting. And of course, at this point, they're under instructions from the judge. And so we had to ask them to do reporting and we had to make special instructions for them because it was not as broad as everybody else's.

McCreery: Did objections to the disclosure requirements come just from the Regents and these couple of chancellors or did any of the lowly buyers in purchasing, for example, object?

Crooks: Oh, I am sure there was a great deal of rumbling, great deal. This is a very personal thing. Now, I should explain that we had different disclosure categories. I think there were about twenty-five of them. So, each designated official had a disclosure category that tied to that official's responsibilities. Let me see if I can think of an example. If you were the purchasing agent for the printing department and you

purchased paper, we had a disclosure category that said you would have to—now this is a little bit of a simplification—you would have to disclose any financial interest you had in any company that sold paper.

The definition of company is any company [or subsidiary] that does business in the State of California—not located in, does business in. And we could think of practically no businesses that didn't do business in the State of California. You can think of a few, Consolidated Power or whatever it is back in New York, does not do business in the State of California.

A buyer would have a disclosure category that would say any interest in any goods or supplies that are purchased by the University of California. If you were a vice president or a chancellor, you would have the broadest disclosure category, which would say you have to disclose any financial interest that you have with any organization of any kind that does business with any part of the University of California.

McCreery: So, it was much broader.

Crooks: On principle I gave myself the broadest disclosure category since I was the conflict-of-interest coordinator. That was on principle. Anyway, it didn't bother me. I mean, you have books of definitions. The FPPC book of regulations is huge, so you have financial interest defined. You have everything defined in legal terms. You did not have to report a simple checking account or a savings account in a bank or a money market account in a bank or your principal place of residence. But if you had a summer house you'd have to report that. You'd have to report mortgages. You were supposed to report any time you sold a car. Nobody ever did that, but you were supposed to.

You would have to report gifts that you received over twenty-five dollars in one year from any one source. And that, of course, became a tremendous problem throughout the state, the legislature, and the university. The university had a policy that says, "Thou shall not receive any gifts." The Political Reform Act says if you receive a gift, that's all right but you have to report it. So, we had people reporting gifts if somebody took them out for dinner. And you could make a connection because that person was not a personal friend. It was not simple personal hospitality. It was a vendor. You would have to report that. And in reporting that, you broke a university policy.

McCreery: And it was anything over twenty-five dollars?

Crooks: From any one source in a year. And you had to conglomerate it, so if they took you out for two cheap lunches for twelve-fifty apiece, you hit the threshold.

We also had instructions. This was the beginning of my working so closely with general counsel's office. And I have great fondness and regard for that office as a whole, for Don Reidhaar, the general counsel, and Gary Morrison who was the conflict-of-interest legal expert. Great respect. Intelligent. And it came at a time when it was very good for me, because there I was in the basement, you know.

Don Reidhaar said, "Afton, I want you to be sure that the Regents file, and they file correctly, and they file on time. We do not want any embarrassment." And so, we hand fed the Regents. We'd send them the material. I'd call them, saying, "Is there anything we can do to help? Is there anything you don't understand?" Some Regents you just simply had to lead through it step by step and spend hours with them. Others didn't seem to have much problem. And the closer we got to the April 1 deadline, because if you file late there are fines by law, the more we would call them saying, "We don't have it. What can we do?" You know, there's a fine that the university can't do anything about. So, we gave very, very close attention. We also did it to the chancellors [and the president]. And I sweated out those two chancellors the first time. They filed with great reluctance and, I understand, complaints. But they filed.

McCreery: Had the FPPC run into any similar issues and problems earlier when they were carrying out the terms of the Political Reform Act just with the legislature and the politicians?

Crooks: No. Well, I'm sure they had grumbling and everything, but there was never anything of the magnitude of the University of California.

McCreery: I think the requirements were much more clear cut in the case of the legislators as to who had to file and who didn't. But you were really breaking new ground in trying to apply these regulations—

Crooks: Yes, absolutely because it wasn't written with us in mind.

McCreery: Now, just as a side note, was the California State University involved or doing anything at this juncture?

Crooks: Well, they did have a person, a vice president of administration, who I talked to a few times who was putting something in place. But frankly, there was not the political interest from the FPPC in the state college system and so I really don't know what they did. They also do not have the research arm of higher education that Cal does, so I don't think this terrible academic problem ever arose. So I think for maybe a year or so, Judge Arnold still hadn't given his final decision. And by the time the Regents had filed one or two times, they sort of gave up and realized they'd already filed so much that [continuing to file wouldn't make any difference].

McCreery: They were resigned to it by then.

Crooks: Yes. And it was interesting talking to the Regents then. Glen Campbell had a reputation of being a terrible curmudgeon. And certainly politically I never had agreed with Dr. Campbell, who is a very well known, very conservative person at the Hoover Institution at Stanford. And he and I ended up with really a fine relationship. He would make terrible jokes, saying, "I can't believe I'm having this insane conversation with you, Mrs. Crooks." He says—now he was on the U.S. President's security council at the time—he says, "You know, if the Russians could hear us, they'd know we were nuts." But he was meticulous, not only in the filing of his own financial interests, but also those of his wife, who was a very well known professional. You see, you have to file the financial interests of your family.

McCreery: Yes, why don't you run through the relatives that are included.

Crooks: I understand this was the objection that one of the chancellors had. I understand his wife was wealthy.

McCreery: I see. So, it was the individual involved, the spouse, and—

Crooks: The children if they were dependent. So we started on a long and continuing requirement. It still goes on. It's a tremendous job every year to get all of these statements filed and reviewed. The FPPC issues new regulations all the time. And inevitably, the academic regulation was challenged.

McCreery: What year? Do you remember?

Crooks: Well, Kleingartner was still vice president and he left office in the summer of '83. The basic challenge was the fact that faculty members in their research role were making financial decisions of great magnitude in many cases. And why this was challenged, I don't know. Or if I did, I have forgotten. So, they decided to amend the academic regulation, they being the FPPC. And so we again started rounds with their lawyers and our lawyers and whoever we needed as experts to come in and discuss. We agreed fairly rapidly that the faculty in their teaching role were exempt. So, that part stayed.

McCreery: And that allowed them to assign their own books in their classes?

Crooks: That's right. In their teaching capacity. In their research capacity—with a great deal of negotiation and very heavy negotiation, we finally got a revised regulation that said a principal investigator would have to file a financial disclosure statement that would be limited, unlike the rest of them, to any financial interest they had in any business entity that had sponsored their research or that they purchased from in their research.

McCreery: This applied to non-governmental entities of all kinds?

Crooks: Yes. And this was a bear. The academic senates were outraged, the faculty was outraged. We, through Vice President Kleingartner, established a special contact on each campus, which in most cases was the academic vice chancellor. Not always, but usually. And that person usually had a high-level staff person. For instance, on the Berkeley campus, it was Vice Chancellor Chang-Lin Tien, who was vice chancellor for research. And Nancy Caputo, who was the head of the Sponsored Projects Office, was his staff person.

They were instructed—instructed I use advisedly—to establish an academic review committee to conduct a review when a principal investigator disclosed a financial interest. He or she then, legally, could not make a decision regarding that research project. And the FPPC understood that if the faculty couldn't make a decision, they could not carry out their research. And yet, there was no question that legally there was a financial conflict of interest. There was no question about that.

So, every principal investigator, when he applied for a grant from, say, Standard Oil or anything like this, had to file a financial disclosure statement right then and there. That was sent to this

academic review committee. And that review committee had to determine whether the academic importance of the research project outweighed the existing financial conflict of interest. If they decided the academic research was the most important, then the faculty member could continue the research. And we had to, in my office, write a whole manual of instructions, which in some cases got very technical, for these committees to use in going through the steps to determine their conclusion.

McCreery: So, you set forth that review process very specifically. And that was being set up and followed at all the campuses? We're using Berkeley as the example here.

Crooks: You bet. And the laboratories.

McCreery: Just to back up for one moment, did you actually work on designing the Principal Investigator's Statement of Economic Interests, the so-called PI disclosure form?

Crooks: Yes. With Bob Leidigh from the FPPC, we sort of jointly did it. I worked very closely with him and very cordially, as a matter of fact. And I think this helped the university a great deal because there was inherently great antagonism between the commission and the university. And Bob and I developed a relationship which was very frank. We even could go off the record and say, "Hey look, this is what I have to do," never forgetting our responsibilities. And I think that helped a great deal.

It was a very difficult time on the academic side. Some of the campuses turned back research proposals, saying no to the faculty member. In order to ensure that this was done, because the FPPC did not trust that this rather onerous task and very difficult task would be undertaken, each of the committees had to forward their decisions to my office. And in turn, I had to forward them to the FPPC. And this struggle, this real struggle of putting this in place went on, certainly through '83.

McCreery: So, it took five years to develop the whole thing from start to finish, to put it in place and work the bugs out and so on. Just a little more on the process that you instructed the committees to follow in deciding whether the benefit of the research outweighed the conflict. How did you go about putting together the instructions? Did you use test cases? Did you sit in with the committees yourselves early on?

Crooks: The only committee that asked me to attend was Berkeley's. I mean, the relationships with the campuses weren't all that friendly. I mean, we were forcing this on them in their opinion, I think. And it was quite difficult. We would have meetings with the committee chairs and their staffs. And Gary Morrison would come and Bob Leidigh would come from the FPPC. And he'd just tell it to them straight. And there were some pretty, you know, grumpy faces around. The degree to which the campuses carried it out in good faith varied, which is no surprise.

And by the time Mr. Leidigh left, before I retired from the university, this was still an open question. But the state started running into financial problems and the FPPC staff started getting cut. And Mr. Leidigh, who knew this subject back and forth, wasn't about to let the University of California off the hook. And he left the FPPC probably about, oh, '86, '87, '88 maybe. It may have been as late as '88. Probably was.

And then a very interesting thing happened. So, I may be able to tie the dates down a little bit better. When David Gardner became president on July 1 of '83, he eliminated the vice president of staff and academic personnel relations.

McCreery: The one that had been instituted by President Saxon?

Crooks: That's right. And Archie Kleingartner had resigned, thinking that it was the practice in the university with a new president to submit your resignation like the cabinet does with the President of the United States. Well, it hadn't been the practice but he didn't know that, and he sent his resignation forward and David Gardner accepted it and abolished his job. And so at that point, my office, which had grown with other responsibilities in reporting to Archie beyond conflict of interest and records, was in the interesting situation of being half academic and half administrative. And so I had to pull my office in half, and I had the choice of going to either the academic side or the administrative side. I chose the administrative.

McCreery: How large was your staff?

Crooks: Oh, gosh. What was it? About ten. And the conflict of interest was going with me. There wasn't any question. [A year or so before he retired], Saxon had been forced to reestablish the vice president of

administration against his wishes, forced by the Regents. So there was a vice president in place then, Ronald W. Brady. [I don't know] whether Brady didn't want the academic side of conflict of interest [when I transferred to report to him], or whether the vice president of academic affairs did want it, but they split the conflict of interest in half. And I thought it was the wrong thing to do. But that doesn't make any difference. The general counsel's office thought it was the wrong thing to do. But it was done.

McCreery: How did they make the division?

Crooks: By academic rank, so only the reporting by principal investigators shifted over to the vice president of academic affairs. And it was about that time that Bob Leidigh left. So the work that we had been doing, meticulously trying to show a good faith effort, went over to another office that frankly did not have the experience to do it, nor the staff to do it.

McCreery: Approximately how many PI disclosures were you getting at that time?

Crooks: Oh, I'm not even sure I could guess.

McCreery: Had you seen an increase already in the few years that you'd been doing this?

Crooks: Oh, the workload was horrendous. You see, on all the rest of the financial disclosures we'd just get the forms. And we had the responsibility of reviewing the forms to see if on the surface they fulfilled the requirements. On the principal investigators we not only got the forms, but we got the committees' deliberations. And in some cases, those were very thick. and so we had stacks of these around a foot high. And then I was supposed to review those and raise any questions with the committees. So it certainly hadn't gotten to any kind of a routine.

McCreery: How often did you forward the forms to FPPC?

Crooks: Well, that was interesting because we got into a big fight with UCLA. They refused to send them to the Office of the President.

McCreery: At the outset?

Crooks: Yes. And we had a terrible fight on that. Finally, the FPPC got so mad, because we were forwarding disclosures from other campuses, that they called a special meeting at USC—[laughter]—I thought that was a nice political touch—in which they in essence, practically subpoenaed Chuck Young, the chancellor at UCLA, and the academic vice chancellor, and Archie Kleingartner, who was still vice president.

McCreery: So, was that the so called faculty conflict-of-interest probe of about 1983?

Crooks: Well, it was just about then. The press was there and the FPPC simply lectured the University for its arrogance. And UCLA had to send the disclosures forward. That was about the tail end of when I was involved. I was at the meeting, listening very quietly. So I heard little of how this very complex and sensitive matter with the faculty was working out with the absence of the experience my office had. And the responsibility was given to a young woman who was a junior analyst and it wasn't fair on her. She simply never understood it.

McCreery: She took over the faculty side?

Crooks: She never understood it. But by that time, all of the instructions to the campuses that my office had finished writing had been negotiated with the FPPC so that on paper, the thing was in place. We would get involved in other interesting problems besides the financial disclosure statements on a yearly basis. We would have a specific question of a conflict of interest by an individual. For instance, two vice chancellors on the Berkeley campus were accused in the Daily Cal, the student newspaper, of having financial conflicts of interest in their jobs. And there was then the discussion of whether my office or the general counsel's office should react to a Daily Cal article. And the answer was yes, we were going to have to because they were pretty bad charges.

And so Gary Morrison and I invited the vice chancellors to meet with us by themselves—not the vice chancellors together but one after the other—and we interrogated them. In one case we could find no evidence, in the other we did. And we asked that vice chancellor to file an amended financial disclosure statement because he had financial interests outside of the university which impacted his job and he was making decisions for the university regarding that

company. And he refused. So under the law, if you are faced with this kind of a situation, the conflict-of-interest coordinator must turn him in to the FPPC. So I turned him in to the FPPC.

[Begin Tape 8, Side A]

McCreery: Go ahead. You were talking about the FPPC.

Crooks: Well, as I recall, the FPPC had a series of difficult times getting hold of this fellow. They certainly have the authority to fine and they usually don't tell the reporting authority what they do. My recollection is that they finally forced him to file an amended return. Whether he got fined or not I don't know.

McCreery: Was that pretty much the only case like that?

Crooks: Oh, no. Usually my office was pretty persuasive. We would fine people ten dollars a day for filing late, and we were usually pretty persuasive. We tried to be as helpful as we could but also make it very clear that our hands were legally tied and that if they didn't file on time, they were subject to a ten dollar a day fine. And this was in the law. There was nothing we could do about it.

McCreery: Even the fine was in the law?

Crooks: Yes. And as a matter of fact, we had to call in credit bureaus to try and trace some people down who left the university, because you not only file once a year but you file upon assuming office if you're a designated official and upon leaving office. And the leaving-office ones are really icky because the people are gone. And we turned some of those people in and the commission probably didn't do anything with them, particularly if they'd filed on time every April.

We had some horrendous cases on the academic side, in which a laboratory at UCLA was found to have a financial conflict. Not only was the principal investigator a full professor, he was also the head of the laboratory that had developed a product that was commercially viable. He formed a company and he used the laboratory to manufacture it. So he was running a business with a university laboratory and people, and that all came out through this process.

McCreery: Who blew the whistle on him?

Crooks: His financial disclosure statement did. And then the committee started seeing some things that were sort of peculiar and started asking questions and that was a really tremendous problem.

McCreery: So, that's a case where the financial disclosure process really did what it was designed to do.

Crooks: Yes, it did. Now, you have to recognize that there was a terrible loophole in this academic regulation in that it only called for the principal investigator to file a statement. So you could have ten people involved, easily, and only one of the ten would have to file a financial disclosure statement on the research side. But the volume was so high.

You have nicely reminded me with a couple of press clippings that the first report that was made from the university to the FPPC said 4,340 University of California researchers filed financial disclosure statements. The studies show that 210 had financial conflicts of interests. So the volume was tremendous, and again, the FPPC had a practical problem, just as we did.

I remember one time I was dealing with a problem, dealing with the Political Reform Act, where we had an officer who also had received gifts from the Port of Oakland. And so I called up the Port of Oakland and got hold of the fellow who handled their conflict-of-interest statements and found out that the Port of Oakland, which is not a small organization, only filed four or five employees file in a year. So you see, we're talking about thousands and thousands here. And I mean, talk about overwhelming. So usually the commission would blink at an absolute literal translation. They didn't have the staff. We didn't have the staff.

And there's one other thing that made this important. And I'm going to go back in history a tiny bit. When you talk about a state university, the only outside money, generally speaking, started with the Morrill Act of the last century, under which federal money first went to land grant universities for agriculture. And there was one land grant university for every state. And in California, it was the University of California. But that was the only federal money to my knowledge that went in.

Crooks: And it wasn't until the second world war that the federal government started pouring money into research at universities, during the war. And it continued afterwards. So for quite some time after the second world war, you had a good deal of federal money mixing in with the state. And at the University of California, our endowments were not that big so they did not enter into it.

I started at the University of Washington and I certainly saw it there and I saw it at Cal when I came here in '54 that the faculty's and employees' loyalty was primarily to the university. And what was happening very gradually after the second world war is the faculty, instead of being just university employees, became somewhat entrepreneurial. And the way the federal government allocated their funds is they would put together a committee of faculty members from various universities. And so somebody from the University of California would send their research proposal in to, basically, their peers at other universities.

And while there were contract and grant offices established on campuses, these were more procedural offices. They weren't intellectual property offices. And so you started gradually, in certain fields seeing the faculty reaching outside of the university and their loyalty going outside of the university and particularly in certain fields where they've got enough federal money to establish whole institutes of research funded by what we then called soft money, not state money, and they were dependent upon going to the feds. So, an entrepreneurial attitude started.

But then what happened is in the 'eighties, the federal money started to dry up and you had major research institutes, major individual faculty research projects, totally dependent upon federal money and their staffs totally dependent on federal money. So they started being good seekers of money reaching out into the commercial world and that, by the time we were involved in the conflict-of-interest questions and the Political Reform Act, had become very well known. And it is one thing for a faculty member to have a loyalty to a state and a federal government. It's still public money. But it is another thing, you see, to have them dependent upon Standard Oil. And we had to have whole new rules on open publishing and things because, generally speaking, commercial organizations don't give you a lot of money unless they expect to get something. So, this whole change is really a major change in the big public research universities in the country, a major change of attitude and loyalties.

McCreery: It happened relatively fast, too, when you think about the fact that it was primarily federal funding for research right through the seventies and even part way into the eighties. The private sector didn't enter into it nearly so much.

Crooks: No, that's right. No, it was relatively fast.

McCreery: Now, one thing I don't know that we've gotten on tape is just a little more detail on what it means to participate in a financial decision.

Crooks: Oh, well that's very complicated.

McCreery: Do you want to take a stab at it?

Crooks: A financial interest is any interest that you have in a non-governmental organization or business organization. There's a little grayness, I think, if you get into some of the non-profits. There is grayness. As a matter of fact, we had to negotiate that. It can be a stock. It can be serving as a consultant for an organization. If you have stock—if you have three shares in IBM—you've got a financial interest, as silly as that may sound. And if you're in a position to influence or participate in or make the decision to buy an IBM PC you've got a conflict right then and there and you have to disqualify yourself.

McCreery: So, any of those three, one or more.

Crooks: Yes. So, you can say, "I didn't sign the purchase order," but that doesn't get you off the hook if you participated in or influenced the decision, as well as making the decision.

McCreery: Are there any other particular cases that stand out or were especially interesting to you?

Crooks: Oh, I think we've probably covered enough of them. [laughter] It was very interesting.

McCreery: Yes, that's good background about the Morrill Act and so on. That provides a nice backdrop for how this whole thing developed. Well, we wanted to talk about a few other things that transpired while David Saxon was president of the university, specific things in your area of involvement. One thing that you were responsible for was development of the academic personnel manual starting—1978?

Crooks: Oh, it probably was closer to '80. I was still reporting to Vice President Kleingartner. For some reason I had to get a copy of the academic personnel manual and I'd been used to the non-academic personnel manual and I was amazed when I found that I couldn't get one. And the person who was in charge of that also reported to Kleingartner and for reasons that have sort of escaped me, he came to the conclusion we had to have an academic personnel manual that was up to date and so he transferred the whole thing to me. There were academic personnel coordinators on each campus, and this transfer was made with a lot of resistance by some of the campus people and certainly the Office of the President person, who had had it. There was a great deal of resistance, so it wasn't the most popular thing to get involved in.

It was very interesting to find out that nobody had a master set. And so I got five of the academic personnel coordinators from some of the campuses who were the most cooperative, shall we say, and we had a two-day meeting down in the San Diego campus and asked each one of them to bring what they considered their master. And it was an eye opener. One of them would say, "Well, this policy, number such-and-such is dated '68," and somebody else would say, "I have one dated '72," and somebody else says, "I'm working with one from forty-something."

And so we took the most recent and we put together a new master and we had to type it. It was 900 pages long. And we got it on our word processor. And we got enough money to let the campuses have as many as they wanted. And so after about two years we had, for the first time, an up-to-date academic personnel manual. And of course, some things we found were obsolete, and so it was not just copying the most recent but also determining if they were still valid. And so there were discussions and things like that.

It was very interesting to me because of—going back to what we've already talked about—the decentralization of administration at the university under Dr. Kerr. This group had never really decentralized. And I had asked, "Well, if you don't have a manual, how do you do business?" Well, the campus academic personnel coordinators would call the Office of the President and the person in charge of that would tell them what to do. And that's a very interesting way to run a business, you know, as large as the university. It gave her great authority and great power but is also very risky.

McCreery: Who was head of academic personnel at the president's office then?

Crooks: Nancy McLaughlin. They had never decentralized, basically. And here it is, you know, decades later. One of the other things which I found is nobody knew how many faculty members there were at the University of California. And I had been used to the administrative side. You see, I'd worked with non-academic personnel, as we used to call it, staff personnel, for years. And we'd been putting together reports based upon our payroll system for years on how many staff members there were and this and that, and I couldn't believe we didn't know how many academic employees we had.

And so I went to Vice President Kleingartner and proposed that we put together an academic statistical report. And he was interested in that. And so I worked with our systems people through the payroll system, just as we had on the staff side. And we put one together and published it, and I don't know when the first one would have come out.

McCreery: What were your main goals in that report?

Crooks: Well, it was a fun project, as a matter of fact, because we found out they didn't have definitions and see, you can't start counting unless you have the definitions. There are nine-month appointees and there are twelve-month appointees and there are lecturers and there are lecturers with security of employment and there are this and there are that. And so we had to write up definitions and get approval on those before we could ever start the counts. And it ended up in a report. We didn't have any information on the age of the faculty. We didn't have information about how many were at step 5 of their classification or over step. We didn't have anything that was reliable.

And I found it sort of hard to get the age in but I said that's one of the things that you need to do. I think probably this is because I was not part of the Berkeley campus but I was keenly aware, having been here and knowing more about Berkeley than the other campuses, that the Berkeley faculty was aging. Their great hiring periods were in the forties and the very early fifties. And we had no turnover statistics.

McCreery: Were any of the individual campuses any help in identifying demographic information about the faculty?

Crooks: No, we didn't have to. We had a central payroll system. We did it all through the computers. The first thing we did was a glossary of definitions and once we got that done, then we were able to work through the computer systems.

McCreery: But you did have to start from scratch.

Crooks: We started from scratch. And the book was about a quarter of an inch thick. I forget how many tables. I would guess it's still being published. You never know these days. But it came in very useful in budget and all sorts of things. You need to know the aging of your faculty and things like this. So, that was a fun project and I had a couple of analysts on my staff who sort of jumped in very tentatively saying, "You know, I don't know if we can do this," but really got very interested and did a very good job. And that was a major effort which was a very satisfying effort. It's not very often you see a real product. So that got me into the academic side.

McCreery: Were there any surprising things that you learned in the course of doing that first report?

Crooks: Well, the surprising thing is they had no definitions. I would have thought they would have known their definitions but they didn't. And that was fun. That was fun.

McCreery: Now, you continued to work on the academic personnel manual and the statistical reports then, over the course of the next year or so?

Crooks: Well, no because as I think I've mentioned, when Gardner came in and Kleingartner left, my office had to be broken in half and so I left that, the academic side, behind. So I don't really know what's happened since then.

Another thing which I had on the academic side was that they were having trouble recruiting faculty. The cost of housing in California was just skyrocketing, and so they decided as a recruiting tool to develop a faculty housing and loan program and they assigned that to me. And I have never been interested in real estate. But if you get an assignment, you do the best you can.

And so I ended up going to the Center for Real Estate and Urban Economics on the Berkeley campus and getting all sorts of things and talking to people. Whether it was a real problem or not was never

demonstrated factually to me. There was a lot of discussion on the faculty side that we're having trouble recruiting because people can't afford to live here and the housing is too high. And all of that is true, but how many actual rejections they had you never could tie down. You'd ask and you wouldn't get real names.

And so we started. Basically we got money from the Regents and we developed a mortgage loan program under Kleingartner, who said, "This is not a perk. This is a recruiting program and it is to be used selectively." So, we had to develop instructions on how-you-do-something-selectively so there would be some standards. It was to be used primarily in recruiting faculty. But there were exceptions possible. There were exceptions possible at the vice chancellor level. And there were exceptions possible to retain somebody who was threatening to leave. I had to develop mortgage programs and housing forms.

And to tell you the truth, I did not enjoy it. And I have conveniently put the details out of my mind. [laughter] It was challenge. But it was not one that I'd want to repeat. And I remember sort of shouting to myself one day in great frustration, saying, "I didn't join the University of California to become a real estate agent." [laughter]

McCreery: Okay, my notes say that this faculty housing and home loan program was implemented around 1979. Now, that was Kleingartner's idea for you to take this on and so on?

Crooks: Yes.

McCreery: Okay. Were there certain faculty recruiting problems that they had, in other words, in certain disciplines?

Crooks: I didn't get into that. I just developed a program. [laughter].

McCreery: Okay. And did it work?

Crooks: Yes. I'm not sure if '79 is the right date, unless you got that from something else, because I know clearly that I had just transferred to Brady when we closed the first mortgage loan. That would be the first one. And I worked with the campuses. They all had coordinators. So again, I'm still in touch with people. When the program went to Brady he changed the emphasis. And he said, "It is not a faculty recruiting program. It's a loan program. And we're

going to write mortgages ourselves," which we had not done. We worked through other lenders. "And we will use our own money and we will write loans with university money and this is not an academic program."

McCreery: So he did it more as a perk or something than a recruiting tool.

Crooks: And so not too long after I reported to him, he decided to develop a faculty home loan office. And I had my choice of going with that or staying with what else I had brought with me. And I didn't have any trouble at all on making that decision. And so I helped recruit a fellow to take over the home loan program. And so there's a whole faculty home loan office and they're running a loan business. I was glad to get out of it.

The other thing, major thing, and maybe you might want to wait on this until another session because it's a long story, is the responsibilities that I got on the Information Practices Act and the State Public Records Act and the whole issue of privacy of and access to information. That and the conflict of interest was where I spent most of my time other than the special assignments of faculty housing and the academic personnel thing, on a continuous basis, up until the time I retired, as a matter of fact.

McCreery: Yes, okay. Well, I would like to talk about those in more detail. Perhaps there are some other things that we'll want to cover, though, about this period during President Saxon's tenure. Do you want to talk a little bit more generally about what he was setting out to accomplish in his presidency and how was that received at the campuses and what kinds of major changes were taking place?

Crooks: Well, that is a puzzle. As I say, he's a great paradox and remains a paradox to me because I never did figure out what he was trying to do. And I'm not the only one.

Under Kerr and under Charlie Hitch, I felt the Office of the President's mission was very clear. We were a policy office. And in developing policy, it was our responsibility to be sure that there were appropriate manuals—I think I've talked about the Business and Finance Bulletins—and give clear instructions to the campuses so the chancellors with their administrative officers could be the operating officers.

Crooks: And certainly with the master plan for higher education, it was the Office of the President's responsibility to set the overall mission of the university as a whole. So, if you were over with an academic vice chancellor, for instance as my friend Virginia Norris who I've mentioned was, you would work very closely with the campus academic people to develop the master academic plan of the university, which we used to have. And the campuses would feed into it.

McCreery: What period of time did that plan cover?

Crooks: Well, she was doing that, I know, when Kerr was there. She may also have been doing it when Hitch was there. The Coordinating Council of Higher Education that was set up by the master plan for higher education was a very powerful group and we were responsible for the liaison to them. We were responsible for the budget so that the campuses would develop their budgets and send it to the Office of the President. The budget office of the Office of the President would massage it or change it or negotiate or something, and they would send it to the Coordinating Council of Higher Education at the same time they sent it to the governor. And the coordinating council would make their comments and suggested changes as well and send their comments to the governor. And then it would go to the legislature.

[Begin Tape 8, Side B]

Crooks: Under Saxon, what appeared to me a fairly clear way of doing business in a very complex, huge organization seemed to get muddled. The budget office is an example. It had been headed up by Loren Furtado, and it had a lot of very competent professionals in it. Loren was very competent. And they would analyze in the Office of the President the campus budgets. For instance, they had a specialist on costs of medical education.

And so for the campuses that had medical schools, Lou Jansa would pore over all the figures and would do a real analysis and find the weak points and so forth. And there was a fellow, Carl Stegner, who was a specialist among other things on libraries. And so you had a very heavy analytical tool, there in the budget office. When questions arose at the coordinating council or in the legislature or

the department of finance under the governor, you had people who really understood the budgets in depth. This all got wiped out under Saxon.

Mr. Furtado, who had been a very influential and a powerful man—he was an assistant vice president, and that title really was rare, although it's very common now—was simply removed from office with no explanation, given an office on another floor with nothing to do. And as I've mentioned earlier in these tapes, Loren was a good friend. And I would still see him, remembering when I was in the basement and nobody would come by, or not a lot of people. So I made a point of being in touch with him. And he eventually found a job at the University of Pennsylvania. Leaving UC broke his heart. He was an old blue, graduate—his whole career was at the University of California.

And what took the budget office's place never had the analytical ability and did not have the strength. There was still a budget office. The fellow, Larry Hirschman, who ended up heading it up, was not at that time at an assistant vice president level, but was a very competent guy. But the clarity of the system seemed to have disappeared in my estimation.

McCreery: Were the Regents involved in deciding on some of these structural changes to the president's office?

Crooks: Not that I'm aware of. They leave that up to the president, except in a massive thing like when Kerr reorganized everything. Certainly the clarity, when I was reporting to Archie Kleingartner and would go to his department head meetings, simply wasn't there. He was most interested in the potential and eventually actual unionization movement within the university. But even there it wasn't clear. He had, as the head of that office, a fellow named Morley Walker, who came from Chrysler and had been their top negotiator on unions with the United Automobile Workers, a very competent fellow. And at one point, I gather Archie and Morley did not agree and so he brought in a fellow named Tom something who was also a real professional and they didn't agree.

McCreery: Kleingartner brought him in?

Crooks: Yes. And so you have two really professionally top-level people used to the give and take of unionization and Archie, coming out of the

academic side—he was a professor of industrial relations or something at UCLA—disagreeing with his own experts. And so everything was very fuzzy, and I would listen to these conversations which often would end up with Archie doing a monologue and the two experts sitting there saying not a word and rather glum. It was fuzzy. Now, maybe some parts at the Office of the President weren't. But the parts that I saw at that point were.

McCreery: Were these changes made fairly early on, then, these swift changes of taking people out of jobs and bringing others in?

Crooks: Well, certainly in the office of the vice president of administration, the first changes were very rapid. They were when Jim Hobson was there. And the word came down that Saxon did not want a vice president of administration, so he didn't have one. He did have a fellow named Tom Jenkins, who was one of the only black people in the building. And he made him an assistant or an associate vice president and gave the office to him.

McCreery: Now where had he come from?

Crooks: I don't know. I don't remember.

McCreery: But he was brought in by President Saxon?

Crooks: Well, he was someplace in the Office of the President. He certainly did not have the qualifications to be a vice president. And that didn't work out. And then we heard that some of the Regents, like Regent Ed Carter, very strong business-type Regents insisted that there should be a vice president.

So they brought Baldy Lamson in, Saxon did, who had been the director of the UCLA hospitals. And he had just retired, a very strong man, Baldy was, had had two heart operations already and he came up as a vice president under Saxon. And then he had to resign after maybe a year. His health was just so bad. Very competent guy. He was an M.D., a pathologist. And I worked with him on records. When we got to doing disposition schedules on medical records, I went to Baldy down at UCLA, who was receptive of the idea, and I put together a medical committee with his help. So, I'd worked with him and liked him very much. But he didn't last long.

Crooks: Then they brought in Bud Cheit from Berkeley campus as sort of acting vice president. But he was—I don't know if he was on sabbatical or what, but he was on some research thing in Belgium so he wasn't around much, and he didn't last very long. So, the word started circulating that the Regents just, you know, told Saxon he had to recruit and find a permanent vice president of administration. And so that was when Ron Brady came in, probably a year and a half before, maybe two years before, Saxon left the presidency.

McCreery: I see. So that was at the Regents behest that—

Crooks: That's what I understand. Somebody could challenge that who would know better. But that was the story. And it would make some sense because the Regents come from the big corporate backgrounds, a lot of them, and you know, not to have a qualified vice president of administration and finance and all that sort of stuff. And while Saxon was president, Brady kept a very low profile. You didn't hear much about him.

McCreery: Let's go back for just a moment to your work with Vice President Kleingartner. Personally, what kind of relationship did you have? What kind of working relationship? What was he like?

Crooks: Actually, he was a nice guy. And he meant very well and he worked very hard. He had a very difficult time making decisions. Seems to me I said that about Fred Balderston. And at one point—I think he was uncomfortable with me. You know, by this time, I've got an awful lot of experience and unusually so for a woman. And I think Archie was uncomfortable with me, and at some point he asked me if I would report to Assistant Vice President Blakely [Ed Blakely] rather than him, although on conflict of interest I would still report to him. So, I had a dual reporting relationship.

Ed was a black faculty member from the Davis campus. And the way he ran things was he was mostly interested in his faculty research. And while we would meet weekly, he pretty much left me alone.

McCreery: Was that arrangement satisfactory to you, then, the dual reporting?

Crooks: It was not ideal by any means. Archie didn't have a very good understanding of reporting relationships. He would reach down past senior managers into their staffs, which caused problems.

Crooks: I can remember one very uncomfortable situation that I had with Archie is that Ed was off for the whole summer so I was theoretically in charge of Ed's office as well as mine. Ed's office was only a couple of analysts and a secretary. And so I would meet with Archie every week. And Archie started out the summer saying he had something very important to discuss with me, and I said fine. And he'd never come out with it. And so the next time we'd meet, the same thing would happen and I remember trying to be as tactful as I could, saying, "Archie, if it's something unpleasant just let me know and I'll fix it if I can or do whatever needs to be done."

And it took him mostly the whole summer. And finally it turns out that what he was upset about is that a principal analyst who reported to me, was on my staff, who he had put on a couple of special assignments directly to him, which created tensions within my office, had been really badmouthing me to him. And I was aware that she did this. She had been a transfer from another department. And when it came back to me, some of the things she was saying wouldn't have bothered me if they'd had some sense of reality to them, because none of us are perfect, for heaven's sake. And I know where my weaknesses are and, you know, some people who have reported to me have legitimate complaints. But they had no touch of reality.

So, I went to the woman's former boss, who was a good friend of mine, close colleague, and said this is what's happening. And he just laughed and said, "Yes, she did it in my place. She had a reputation for it." And so I told Archie that, but he didn't understand it. And I said, "Well, talk to so-and-so." And I said, "There's nothing I can do about it." But he ruined my summer. And I guess that's an example. Archie had the best of intentions. I think he was very soft hearted, you know. He just couldn't quite—if he'd just simply come out in the first place, we could have settled it then and there. Nice guy. He really meant well.

At one time we were having a really critical meeting with the academic personnel coordinators on the academic regulations coming from all the campuses. And I had chaired those meetings in the past. Gary Morrison came with me as legal counsel. And Archie called me in and told me he was going to have Ed Blakely chair this meeting. And I said, "Ed knows nothing about the subject." And he says, "I'm just trying to protect you." Well, I said, "I don't need protection." [laughter]

McCreery: Thanks, but no thanks.

Crooks: Yes. Nice guy. Did not have a reputation of being the strongest vice president at all, but a very nice guy and he had really good intentions. I give him a lot of credit for that.

McCreery: Did he work well with President Saxon? Or do you have much knowledge of that relationship?

Crooks: I think he did. I think he did.

During this time, when I was reporting to Archie, a very interesting thing happened to me. I was down in the basement. Actually, I moved physically from the basement to the third floor and then to the fourth floor, eventually, but I was down in the basement for a while. But my staff—you know, I'd get new assignments. I'd get more staff and I so I couldn't be just in one little cubbyhole anymore. But I remember I was down in the basement. And this fellow walked in I'd never seen before and he says, "My name is Mike Buckland and I understand you might know something about records management." And I said yes. And he said, "Well, I'm the new dean for the graduate school of library sciences at the Berkeley campus, and I want to develop this into a graduate school of library and information sciences. And I'd like to talk to you about records management as one of the professional fields." And so we talked about it.

And then he called me one day and asked me if I would give a guest lecture on records management to his graduate class. Well, I worked my tail off on that and did, and then one of the other faculty members asked me to give a guest lecture, which I did. And then, this is over a period of about a year, they put together an academic recruiting team to recruit a new faculty member to teach records management in the library school. And they asked me to be on that team, which was quite a compliment because the academic world rarely asked a non-academic to be on a recruiting team. But they didn't know anything about it.

So, we recruited. Two of the professors and I were the team. And of course, they wanted a Ph.D. And we had a few applicants. One of them looked good enough on paper that I followed up his references, particularly with one fellow back in Wisconsin I had known nationally in some of my work, and got a good recommendation.

And we brought him out and he was supposed to give a paper to the faculty. It was part of the recruiting process. And I was supposed to meet with him for about an hour beforehand. And I found in fifteen minutes he didn't know what he was talking about. And so he was not hired.

And not too long after that, Mike called me up and said, "I want to talk to you. Can you come over?" And I said, "Yes, I can do that." And they asked me if I would teach a class. And so that was 1980. And it was for three credits at the graduate school.

McCreery: And you were appointed a lecturer.

Crooks: And I was appointed a lecturer, and they were perfectly willing to give me a salary, but we have a personnel rule that you can't get more than 100 percent salary. And if I had taken one third of my time at the rate of a lecturer, I would have taken a tremendous cut in pay. So, I, of course I had to go and talk to Archie on whether he would let me do this because it would take some time off. So they appointed me a lecturer without salary, but at one-third time. And I set my time from three to five twice a week, because I knew I couldn't break into the work day. And I'm no good at eight in the morning.

And I worked very hard. And my dear husband helped me to get the whole thing organized. I remember he would say, "Afton, have you done your homework? Don't you think you better go downstairs and do your homework tonight?" And so I worked very hard putting the class together.

And I remember at one point I said to Mike Buckland, "What if nobody shows up?" And he says, "That's not the problem. The problem is if only two or three people show up." And so, this first class was in a very small seminar room up on the top floor of South Hall and I was really very nervous. And there was all this noise in the corridor and I was sort of afraid to go into the seminar room. Well, I had forty students. And so I had to go to Mike and say, "The room isn't big enough." So, I ended up with a big lecture room in Cory Hall. And all you can do on that is a lecture. The next year we didn't have as many.

McCreery: Now, what were you calling the course? Do you recall?

Crooks: Information practices and records management. And it covered all of the professional fields of the traditional records management: vital records, reports management, disposition schedules, indexing, and cataloging. All of this stuff, as well as privacy and access to data. And so I taught that each spring semester until I retired. And most of the time my classes would run between about eight and sixteen, nice seminar size. And some classes were better. I had one class that no matter what I did, I couldn't get any class discussion going. They did marvelously on their tests, the written tests, but they just wouldn't talk. But others were wonderful, wonderful.

McCreery: Now was that the only thing in those topic areas that was in the library school's curriculum?

Crooks: Yes. And of course, now the library school has gone through terrible problems. But Mike has me come back and give a lecture every spring, which I did just two days ago, limited to privacy and access and the federal and state laws dealing with this.

McCreery: So we'll be talking about that.

Crooks: The records management field—if I were still working I think the great challenge is what the electronic data is doing to it. And I would have to do a lot of studying and talking to people because I think that it has to revolutionize the field. I don't see how it can survive with the good techniques that have been developed since the fifties in many organizations. But the minute you get into e-mail and all of the stuff that computers can do now, where you don't have a printout, there are questions that I don't know the answers to, and I don't know if the field has developed the answers either.

McCreery: Yes, the issues certainly have changed.

Crooks: Oh, tremendously so.

McCreery: Did you enjoy teaching?

Crooks: I loved it.

McCreery: You did?

Crooks: I loved it. It was hard work.

McCreery: I'm recalling that you set out to be a professor originally.

Crooks: Well, yes it tweaked my sense of irony. You know, here I was with a bachelor's degree only, from the University of Washington, teaching at the great University of California, Berkeley campus. But I loved it. It was a really nice change. I had to work very hard because my regular job did not go down to 67 percent. It was still 100 percent. So in essence they got me for nothing. But it gave me an experience I wouldn't change for anything.

McCreery: Were you impressed with your students by and large? Or did that vary quite a bit?

Crooks: Oh, it varied a great deal. One of my favorite classes was a real mix. I had—it was about eight or nine. And I had one fellow, had a Spanish surname, who had been in county government and had retired early. He was in his middle forties. He had a lot of administrative background. I had a young woman who looked younger than she was. She had a law degree and was currently working as an engineer for Southern Pacific. And we all said, "You're driving a train?" and were very impressed. We had a woman who may have been sort of a professional student, marvelously fine research oriented mind. And we had wonderful discussions. Teaching that group was real easy.

McCreery: Sounds like they were motivated.

Crooks: Oh, yes. I gave midterms and term papers as well as finals, which surprised them. I'd say, "Get your bluebooks." And they'd say, "We haven't done bluebooks since we were undergraduates." I was of the naive idea that graduate school should be tougher. And I warned them that I graded on their ability to express themselves in writing. I flunked one guy. And that raised quite a stir because he, in writing, went to the dean and protested. And I had checked with Mike beforehand saying, "You know, this guy—I mean, by just no stretch of the imagination can you say that he has done anything but fail." You know in graduate school, the tradition is to give As and Bs, and you don't flunk anybody.

McCreery: Indeed you have to maintain As and Bs usually to stay in the program.

Crooks: That's right. Yes, you do. And I said to Mike, "Well, he didn't answer half of the questions on the midterm. And he didn't answer three- fourths of the questions on the final, and the ones he answered were wrong." There was just no way I was going to pass him. So, I flunked him and I guess that stirred a little bit of interest in the faculty. I felt I did the right thing.

McCreery: What kind of a reputation did you have as a teacher?

Crooks: Oh, yes. When I give them a final, I would give them a teacher evaluation sheet, and I would tell them that they had a responsibility to let me know how the class went. And I wanted them to be honest. And in most of the classes, I was able to develop a certain amount of give-and-take and an informality—which was sort of a nice change from being a top-level administrator—and do a certain amount of joking and stuff. And they did the evaluations, and I kept those. They burned up when my house burned up. I got very good grades, but not 100 percent of the time. You know, every once in a while I'd get one of somebody who just did not like the class. And I appreciated those and studied those very much, because you can always improve. You can always improve.

McCreery: Now, were most of your students studying to be librarians in the traditional sense, at that time?

Crooks: Well, there is no such thing as the traditional sense.

McCreery: Well, not anymore.

Crooks: The library school was very much geared to teaching librarians to be librarians in a major research institution. And this was one of the things that Mike, the dean, liked about putting my course in, is that he wanted to give them more options in the real world. And certainly in the profession of records management, since there isn't any school that you can get a degree from, the closest you can get is a library master's because you study indexing, and cataloging, and how to manage information.

And I know some of my students, particularly one class, was somewhat critical of the curriculum and the fact that it was too heavily geared to the research libraries when most of the jobs were off in a little county or community [or in business organizations].

McCreery: Did you have occasion to compare Berkeley's curriculum with any of the other library schools? Was that a legitimate complaint in your opinion?

Crooks: I don't know. No, I didn't have that time.

McCreery: Okay. Have you kept up with any of your students?

Crooks: Yes, about four of them went into the field professionally. And I would hear from them regularly. Sometimes just to chat, sometimes to say, "God, I ran across this. What do I do?" We would end up at the national association meetings together. Marty Fisher became the head of records management for American Savings. And one of them was the head of records management for Hewlett-Packard. And I forget where the other two were, at the moment.

McCreery: But their experiences supported the argument that the private sector was where a lot of the jobs are.

Crooks: Yes.

McCreery: Well, what a great experience for you.

Crooks: Oh, yes. I loved it. I loved it. I thought I was making a direct contribution. And it sort of made me wonder, you know, if things had been different for women when I was going to graduate school whether I would have been a good faculty member and teacher. And I think I did very well. I worked very hard at doing very well. I really did. I was interested, unlike faculty housing, where I worked hard but didn't have any fun at all.

So, those days, reporting to Archie and with Saxon were ones of, to begin with, great difficulty for me. I think, in some odd ways, to be very frank, it may be the only time that being a woman came to be an advantage, because when Jim Hobson was letting people go, by this point my name was very well known throughout the university. My name of Afton is both a blessing and not, professionally. If somebody's telling a nasty story about Afton, there isn't any question who it's about. On the other hand, you don't forget it once you learn it.

[End of Interview 4]

[Interview 5: April 25, 1994]
[Begin Tape 9, Side A]

McCreery: Let's start today by talking a little bit about when David Gardner became president of the university in 1983. What can you tell me about that?

Crooks: Well, I think there was a great deal of anticipation when he came in to be president. Things had been so difficult, at least in the circles that I worked with, under President Saxon. And David Gardner was not an unknown person to many of us. He'd been a vice president before at the University of California, before he became president of the University of Utah. And before that, he was a vice chancellor down at Santa Barbara campus. And certainly, I think a lot of us felt that we knew him enough to know what to anticipate.

So he came in at a time of turmoil—a lot of people were just delighted he was going to be president. And he had a lot of administrative experience, which David Saxon had not had. And he's very easy to talk to. He's very pleasant. He's very clear.

I think that after he had been there a while, some of us thought it was sort of odd that we never saw him and we never heard anything from him. Certainly I think I've mentioned under Dr. Kerr, where you didn't see a lot of him, you had his little tiny green Clark Kerr notes all over the place. And you had cabinet meetings. And you certainly were aware of Charlie Hitch and you were aware of David Saxon. All three of those presidents had cabinet meetings with the management groups. David Gardner did not. And that was somewhat a surprise.

We all expected to—usually the cabinet meetings were held after a Regents meeting. It gave the president an opportunity to brief managers on what had happened and anything else that was on his mind. And David Gardner just didn't do it. That was a surprise. And certainly over a period of a few years, it became very clear that he kept himself almost totally to himself as far as the Office of the President was concerned. You didn't see him. You didn't hear from him. You didn't get any notes coming down. Instead, what became an apparent style was that he would meet with his vice presidents.

Crooks: And by this time, I think I probably mentioned that I was reporting to Vice President Kleingartner during most of the Saxon time. Archie Kleingartner resigned when Gardner became president, thinking that like the Washington D.C. cabinet, when a new president came in you resigned. Well, that had not been the practice. But Archie didn't seem to know that and David Gardner accepted his resignation.

And Gardner eliminated that vice presidency, so that very shortly I was faced with the interesting situation of having an office that was partially academically inclined, with the academic personnel manual, with the faculty housing loan program, and partly administrative with records and privacy and conflict of interest. So I was somewhat given a choice on whether I would go and report to Vice President of Administration Brady or whether I would report to Vice President of Academic Affairs Frazier. That was not a difficult choice at all. I was going back, I thought, to my home base of administration. But I had to break my office in half, and so parts of the staff went over to Vice President Frazier on the academic parts of my office, and I took with me the staff members working in privacy and conflict of interest and records management and so forth.

A very interesting thing that happened is that while Mr. Brady had been really very quiet when Saxon was president, with Gardner he started becoming much more visible. Of course, I was going to his management meetings. I was reporting directly to him. And it is no secret that in the last couple of years Mr. Brady has become an extremely controversial person in the newspapers and everywhere else. And it became slowly clear that Gardner's style, as far as the Office of the President was concerned, was to leave the Office of the President administration up to the vice presidents. I have no way of knowing how much he was aware of what Mr. Brady was doing. I still don't. I wonder.

But Brady started becoming very visible and very active. He was not a nice man, to put it very mildly. I found that he seemed to enjoy putting people down, cruelly so. I observed that he just ruined people's careers for no reason that seemed obvious. I know that on more than one occasion, people came out of his office in tears.

I can give one example. They kept the faculty housing program with me for a while, while I was reporting to Brady. It was at a critical point, and we finally wrote the first mortgage that the university had ever written. Mr. Brady's assistant called me in and said, "Mr. Brady

wants to see you. I know he wants to compliment you because this is really quite a feat." So I went in, and instead of being complimented, I was raked over the coals for about an hour and a half, almost nonstop. There was no reason for it. That was his style. At the end of that, he said, "I like to support my managers." And I said, "You're not supporting me," and I left. So I had a firsthand observation of some of the things he would do.

McCreery: What did he say to you during that session?

Crooks: Oh, I don't remember. He rambled a good deal, more or less told me I was incompetent. I knew that that was not true. After all, by this time, I'd had a lot of years of experience and I knew where my strengths and my weaknesses were. He just put people down. After a while, and I forget when it was, he called me in one day and said he was going to have me report to an assistant vice president, a youngish woman—well, not too young. She was probably in her upper thirties—over in the business office.

And that was a very strange experience because she gave me a wonderful title, director of planning or something like that, although I never understood what the job was supposed to be. Of course, I took my staff and my existing responsibilities. That didn't last very long. I think that young woman must have had a total breakdown because it got to the point where she simply made no sense. Very sad.

Then Mr. Brady called me in and said I was going to report to Controller Joe Pastrone, who I had known ever since he came to the university. And I was quite happy to get out from Mr. Brady. I mean, it would look like a demotion, not reporting to a vice president. But it was so uncomfortable reporting to him. I just simply had no respect for him, none. And that's the only person I have ever worked for I would say that about.

So I asked him if Joe knew about this and he said, "No, you tell him." Very strange style. So, I went back and told Joe Pastrone, who I had helped along in his career. He's probably about, oh, I don't know, eight years younger than me. And he was amazed. He thought I was kidding. And I said no. So until I retired I reported to Joe, although I had more experience than he had. And basically he just left me alone, so that's pretty comfortable. You wouldn't want that at the beginning of your career.

Crooks: Going to Mr. Brady's management meetings was very uncomfortable, as well as having one-on-one meetings with him. He would sit back and give little lectures—he had a great ego—and sort of look around. He chose people primarily who would fawn over him. Brady had a very quick mind. He had a great deal of experience in university administration. And why he was the way he was, who knows. And over a period of time, anyone who would stand up to him or just not do what he said or agree with him easily got moved out someplace. He would lie to you even when you knew he knew that you knew he was lying. He was not without ability. I just put it down as a major character flaw.

But from the point I started reporting to Pastrone until I retired in 1990, the combination of conflict-of-interest matters, of information privacy, and access to information was really a very, very fine way for me to end my career. They were subjects that I was very interested in. They were things that I felt were important to society as well as to the university. It sort of tied back to my early political feelings. And it was nice to have things that were intellectually very challenging.

I worked most closely with the general counsel's office, and we got along just fine. And the two key lawyers that I worked with, Phil Spiekerman and Gary Morrison, both were people of great integrity and great intellectual abilities, and we just had an awful lot of fun. They understood the complexities of these two fields very thoroughly. I think they're probably the only ones at the university who did. Certainly Joe Pastrone didn't. Certainly the personnel office did not. They thought these were very routine matters, but in fact they come down to extremely complex, intellectual, and moral issues and no matter how carefully the laws are written, you have to use very careful judgment and understanding. And I really enjoyed them.

We haven't talked about the Information Practices Act and the Public Records Act.

McCreery: Yes, maybe this would be a good time for some background. We looked up and noted that the Public Records Act was passed in 1968.

Crooks: The Public Records Act is basically a fairly simple law. It's not too long. It's based upon the federal Freedom of Information Act, which most people are very familiar with. And basically, what it says is the public has a right to know what its governmental agencies are doing

and that the public has a right to obtain copies of information. And the information has to be in understandable forms. So if there's a computer run and a member of the public asks for a copy of that, and you have to have a key to read the computer run, the agency has to then give the key to the person. It's well thought out, but it's a fairly short law.

There are certain exceptions to what is public. Litigation, while it's going on. Interestingly enough, the location of American Indian burial grounds, which was very pertinent to the University of California because the state registry is kept at the University of California, Santa Barbara campus. And one of the exceptions are those types of information which are held confidential under the Information Practices Act. So, basically, if it is information that does not deal with an individual and has one of these specific exceptions, which aren't all that many, they're public. And the law affects all state, city, county, and special district records. And because the university is a state university, it covered all university records. We first started thinking about trying to write some policies for the university before this law went in place, through the records management committee.

McCreery: Before the Public Records Act.

Crooks: Yes.

McCreery: Oh, so, way back in the sixties.

Crooks: And we had gone through all the disposition schedules and somehow this very strong committee started asking, "Who can see what?" Of course, the federal law was in place. And we had a special subcommittee of the records management committee, which was really a very fine committee. And we studied it by functional type of records, you know, who can see what in student records, who can see what in medical records, because that's the way we would approach the disposition schedules.

We knew we needed very good legal advice and Jim Holst, I think at that point, was our legal adviser. I'm not sure if Phil Spiekerman was on board yet. We got Ed Barrett who was a professor of law and dean of the law school at Davis. We had specialists from various campuses, picked the best ones we could get.

Crooks: We had a couple of professors, very well known professors—George Maslach from the Berkeley campus was on it. And over a period of maybe a year or so, we developed a very, very good approach to how you handle this and what can be seen by whom. And we sent it to the president. And here my memory escapes me on who was president.

But Chet McCorkle was vice president, executive vice president and he sat on it. And he sat on the report. He sat on it, and it never saw the light of day. And many of us figured that it was such a hot potato that they simply didn't want to deal with it. But at least some of us had a fair background because of this.

So when the public records law went into place, at that point the university did not have any choice. And because I was the chairman of the records management committee and this was my administrative work, my office and I started writing the policies using much of the work of this committee, but doing it in a different way because the law does not differentiate on subjects other than information about people.

The law is used constantly. The press knows it backwards and forwards. At any institution, whether it's the university or a governmental agency, or for that matter private industry, where these laws do not apply, the basic instinct is to stonewall and say, "You can't see that."

And so to try and get these laws carried out in the university is very, very difficult and very challenging at the same time. We asked each campus to appoint a person from the management level to be in charge of the interpretation of the policies we were writing. Some of them appointed their records management coordinator and some of them appointed other people.

Then let me skip to the Information Practices Act, because it's the combination of the two that is so interesting to me. The Information Practices Act covers all information that's about people. That's all it covers. It is very long. The law itself on eight-and-a-half by eleven pieces of paper is over a quarter of an inch thick. They tried to anticipate everything they could. It's based primarily on the federal privacy law which preceded it.

Crooks: This law says if the information is about a person, the information—and this is a real simplification—breaks down to about three types. There is that information that is confidential, defined as medical and psychiatric information. That information is not available to the public, nor is it available to the individual that it's about unless, for instance, a doctor says that the patient should see it. And so if you were a patient at UC Medical Center at San Francisco and you wanted to see your own record, you would make a request and the university would have a doctor review that record and make the determination on whether it would harm you if you saw it. However, if the doctor said you couldn't see it, the patient then may get a doctor of his or her own choosing, and if that doctor says give it to her, you get it. Up to this point, you could not see your own medical record.

The second type of information is personal. And this is information which, if it were divulged to the public, could adversely affect your rights as an individual—you can see why this is fun to interpret—and then you have to define that.

And let me jump then to the third type, which is non-personal information. And that's the reverse side—it is that information would not adversely affect you as an individual. Now, what that really means is that a university employee, for instance, has a salary record and has biographies and has—maybe the personnel file has a little medical information in it and somebody asks to see the personnel file of the employee.

Now there is no definition of what goes into a personnel file in the University of California. It's anything that anybody wants to put in it. The job description of the employee is the public's business, and that's available to anyone. The name of the person and the salary rate is public information. The taxpayers pay him. But the evaluation by a supervisor is not, so that's personal information and the employee has the right to see it, but the public may not see it.

So, you have the three-step situation. If somebody has been unwise enough to put medical information into a personnel file, you have to go back and get a medical opinion on whether the individual can see it. If you're going to be a strict constructionist on these laws, you can't just go blithely and ask for a personnel folder. There may be things that even the employee can't see. It can get quite dramatic on some of the instances that come up.

Crooks: Routinely you end up with probably two major areas. Staff and management employees can see their own files. But academic employees who want to see their peer review records—which have been held sacred, sacred by the university—can't. Up to the time that this law went into effect, academic employees could not see the evaluations of their teaching and research efforts at all. And through a long, drawn-out process of writing policies and meeting with the academic senate, the policies have had to change. The law has forced them to change.

So, now, the last I heard when I retired, and I think it's still in place, an academic employee may see what they call a redacted copy of peer review records, which means taking off the names of the reviewers but putting all the substance in. Non-academic employees can see their total evaluations.

McCreery: So in the cases that we've heard of, of tenure decisions being challenged, what the faculty are seeing is a so-called redacted version of those evaluations?

Crooks: That's right. That's right. I don't think it's changed. I'm not sure. But certainly that was the case through 1990, and since then I think they were still doing them. They often end up in court with major questions being raised under these two laws on an individual's rights. You end up with grievances where you have an antagonism between a supervisor and the person being supervised. And the supervisor traditionally had always had the upper hand because they controlled everything.

Well, they couldn't control it anymore. And it was very interesting dynamics, interpersonal dynamics. Very interesting legal questions, which I find fascinating and very interesting, and difficult policy decisions and interpretations. The variety of the information—it doesn't take much stretch of the imagination—is infinite.

And if you're asked under the Public Records Act for, say, a letter that someone has written you, you have to read every word because you may have one sentence in a five-page report that suddenly brings the Information Practices Act into play. And then what you do is you have to black it out because you can't withhold the part that's public.

Crooks: The other major user, very sophisticated, is the press. And often I would get calls in the Office of the President from a reporter in southern California or one of the other campus locations saying they were trying to get information and they were getting stonewalled. And I would usually call up—the Information Practices Coordinator is what we called them—and say, “You know, from what they tell me and what this sounds like, it’s public and you better give it to them.” The press is not at all shy, if they want it bad enough, about calling their legal staff in and suing the university. And that happens a fair amount.

I know the first time it happened I went—it was a superior court judge down in Oakland and I went with Phil Spiekerman—and I was just enthralled about what was going to happen. Well, the judge—there was hardly testimony—said, “Look, there’s a Public Records Act. You’ve got to give it to him.” Very informal and very clear.

The most famous case that I was involved in was the case of the Santa Barbara chancellor where the press called and was trying to get a letter that had been written to David Gardner. And it was signed by the chairmen of the academic senate committees of the Santa Barbara campus faculty. And I could not tell, sight unseen, what the legal status of that document was, so I asked for a copy. They couldn’t get it down on the campus. And when I saw it, it was a letter that was very critical of the chancellor. And it was signed by each of the senate committee faculty members, with their titles. So, I called up the chairman of the senate down there and asked if they had written this in their official capacity. And he said yes.

The fact that it was written in their official capacity meant that it was not protected under the Information Practices Act and it was a public document. If they had simply been eight people who wrote a letter, you might have been able to interpret it in a different way. But since anything you write in your official capacity is an official document, you cannot say, “But it’s mine. I wrote it.” That’s a rude awakening for a lot of people. It was a rather rude awakening for those faculty members.

The letter was very critical of Chancellor Robert Huttenback. This was in the newspapers, so it’s no secret. And that is basically what blew up into the investigation of not only his practices as the chancellor and dealing with the faculty, but also his practices as an administrator. And as it turned out after a couple of years, he was

found guilty of insurance fraud and a few other awful things. And of course, he ceased being chancellor of the campus, and that all started by this one letter.

[Begin Tape 9, Side B]

Crooks: I think, in conclusion that privacy and access, as I shorthand it, is a growing field. It is a challenging field. And I think the fun that Phil Spiekerman and I had is that we simply debated it, a lawyer to a policy maker. Luckily, we agreed most of the time. Once in a great while, I'd have to say, "You're talking policy and not law. You're supposed to advise me on the legal side, not the policy interpretation." And then we'd get a good laugh out of it and he'd sometimes say I was getting over onto the legal side. But most of the time we just simply threw it around. A great deal of fun. I enjoy it. I still keep up on it.

McCreery: Do you?

Crooks: Yes, yes. And my former department, graduate school of library and information sciences has me come back each year and give a guest lecture on the subject to a class, which I did just a couple of weeks ago.

McCreery: Oh, I didn't realize it was on that topic.

Crooks: Yes, yes. Once you turn on to the subject, you become very much involved in it because there's certainly not a week, hardly a day, that you can't pick up the paper and something has come out on the Information Practices Act. But usually they call it the Freedom of Information Act. Of course, the most famous incident, which brings to mind because President Nixon just died a few days ago, is when President Nixon claimed that his tapes were private and were not available to the public. And that went to the Supreme Court. And the Supreme Court, a conservative court at that time, on a nine-to-zero vote said these tapes belong to the public and that resulted in the resignation of the president. These are very meaty laws, very meaty. I use them in my environmental work all the time.

McCreery: Do you?

Crooks: Oh, yes.

McCreery: Okay. I'll have to remember to ask you about that.

Crooks: Every organization protects itself by nature. And you ask for a document that you need and usually you get an answer of no. So, if it's a governmental agency, you just pick up a copy of the law and cite it by title, and then you usually get it.

McCreery: That's interesting that you were commonly called in to intervene by the press when they had trouble getting access to things that they did have rights to see.

Crooks: Yes, and I was called in to intervene on behalf of employees who were wanting to get at things. Often a disgruntled person who was in a grievance couldn't get—but that doesn't mean that you don't have the rights, just because you're in a grievance situation with the university.

McCreery: And did it often come out that whether or not someone had taken an action in his or her official capacity was the deciding factor?

Crooks: Oh, yes. Oh, yes. You know, most people seem to think that if they write a report or they write a letter or they jot a note and put it in their bottom right-hand drawer in their little personal file, that it's not an official record. It is.

And I would often go to the campuses and give a lecture, if you want to call it that formally, for university supervisors, various levels, saying you have to understand that any record you make about an employee that you supervise, whether it's an informal note that you've put in your bottom drawer, not into the personnel file, that's an official record. And the individual has a right to it, so you better be careful what you write.

And that came as a great surprise because that's an old habit of administrators, you know. The real gutsy stuff is in the bottom right-hand drawer. And a lot of grievances have been won because when they got the unofficial record, which would show a bias by the supervisor and an unfair bias or unfair acts, the employee would win a grievance. But you would never find it in the personnel file.

McCreery: Right.

Crooks: So in some ways you can say that these two laws are really in opposition to each other—you see, you have to apply them together. The minute you talk about a person, you have to apply both of them. They are very interesting and require a lot of balancing.

During this period of time, really up to my retirement, my office was quite small. I had one professional analyst who worked on privacy and access matters. And I had one professional person who worked on conflict of interest. The Business and Finance Bulletins had come back to me again and so these two staff members also had to work on editing and being sure that they were correct.

We also, I think it was during this period, transferred all of the privacy and access and all the records management matters into the Business and Finance Bulletins, which covered all administrative matters. So we were the authors of a lot of the bulletins as well as the editors and publishers of them. I had two to three clerical people. When we had to send out the yearly conflict-of-interest statements, there was a tremendous amount of clerical work. And so it was a small office.

I was not very much involved on the routine matters on privacy and access. For instance, my professional analyst could handle them, but if they got a little dicey they'd get kicked up to me, and sometimes they got very dicey indeed.

While Gardner was president, we heard through Vice President Brady, not through President Gardner, that they wanted to move the offices. And this was a very unpopular thing with the staff. There were a lot of stories given out by Mr. Brady about how we would save all this money if we did it because, by this time, the Office of the President had grown out of University Hall and had leased space in other buildings in Berkeley.

There was a feeling, right or wrong, that President Gardner did not like to have the office across the street from the Berkeley campus, where students would come. When there was a small little problem, students would descend upon the building, although the interaction with students was very small compared to some of the previous years. By this time, it had become very apparent to everybody that President Gardner was just simply never heard from.

Crooks: At one of the offices over in the academic vice president side, the analysts got together and actually wrote a protest letter and signed their names, which took a lot of guts. Very unpopular move. I know that I was very unhappy moving to downtown Oakland or someplace else because you need to have a feeling, in my estimation, of what a university is about. And to quote one of my friends, Don Alter, the chief accountant, he said, "You know, I keep my wits about me because I go up and play handball with faculty members at Harmon Gym." A lot of people were dismayed.

But it eventually was announced we were going down to the Kaiser building. They spent a tremendous amount of money, the university did, on gutting floors and rebuilding everything. There was a lot of criticism of this. And eventually we all did move. And it was very stultifying.

It was a very corporate world. There were three banks of elevators. And you had to take one bank for certain floors, another bank for other floors. And I was up above the twentieth floor. The general counsel's was down on seven or eight. Instead of just walking up one floor to see Phil or Gary, I would have to go all the way down to the first floor and walk across this huge lobby and then go up another bank.

You no longer met people in the halls. There were no central halls. You no longer had lunch with them in the university cafeteria in the basement of University Hall. There was this immense cafeteria that served all of the tenants, because we didn't have the whole building. You'd get in an elevator and wouldn't know anybody.

The layouts were very sterile. I had a beautiful office, the most beautiful office that I've ever had, with brand new furniture. But that was not where I was at. You lost contact, not only with the campus and the feeling of students and faculty, but you even lost contact with your colleagues.

And a lot of people have felt that way. A lot of people. I would think the majority. And the plush surroundings did not make up for it in any way. The president's floor was so lush. There was so much space and so much obvious money that went into where the president and the vice presidents had their offices. I frankly didn't go up unless I had to. It was embarrassing.

Crooks: Sometime around this same time, the president opened up an Office of the President off the Irvine campus in a corporate business park, very lush. And we were told if we were going to have meetings of campus people, which I did regularly because I had all these coordinators on the campuses, that we should use that office. And that was also not in keeping with an academic institution.

The president's office was huge. And they had beautiful artwork and very expensive furnishings, very expensive. And the conference room, they had a couple of conference rooms. The big one I would usually have was the most expensive. And people didn't use it very often. And Mr. Brady told all of us that we should use it.

McCreery: This was at Irvine.

Crooks: Yes, off the Irvine campus, not here. And it has since been closed, since all of the fuss this last year and a half about the president's golden parachute and Mr. Brady's golden parachute and the state auditor's audit on the cost of the Kaiser building. It is just appalling how much money the university put into that and the cost of the Irvine president's office. And so that has been closed, and it was not used very much even then.

They were difficult times for a lot of people down in the Kaiser building. You sort of felt you lost your roots. And they were certainly difficult times for a lot of people who worked for Mr. Brady. But the work I was doing, I thoroughly enjoyed. And by telephone and on occasional trips I still kept in contact with people on the campuses, so I never forgot what I was working for.

About a year and a half or so before I retired, I was asked to become the independent investigator of a problem that a Mr. Roy Woodruff was having at Lawrence Livermore Laboratory, probably because there had been a new whistleblower law that the state passed, and I had written the Business and Finance Bulletin for that. And in it an individual who felt that he was being penalized for being a whistleblower could invoke the law for protection.

And so I was asked to be the first independent investigator at the university under this law. And I thought for a while about that. I've never been a great supporter of the three laboratories. I didn't think that the university should be in the nuclear weapons business. But I decided that I could be equally prejudiced on all sides.

Crooks: So, I took it on and I called Director John Nuckolls, the head of Lawrence Livermore, and introduced myself and made an appointment with him. And I called Mr. Woodruff and did the same. And Mr. Woodruff promptly sent me a great deal of material to read. And after I read that, I realized that I was into a very, very important and thorny thicket.

McCreery: Just to clarify, he was the associate director of the lab at that time?

Crooks: No, not at that time. He had been. And the case was that Edward Teller had briefed Ronald Reagan, as the president, on Star Wars. And he had told the president of the United States that Star Wars was in the engineering phase. At that point, Roy Woodruff was in charge of the weapons unit at Lawrence Livermore. And the term "engineering phase" means they're ready to build. And Woodruff knew that was not true and the president of the United States had been misinformed.

And so he went to the director, Director [Roger] Batzel, at the point this started and said he wanted to go and brief the president. And Batzel said no, he couldn't do it. And Roy was a person of great principle, very conservative man, had always voted Republican, was convinced that he was doing the absolute right thing for the world and the country. And he felt the director would not support him as the head of the program, so he resigned his associate directorship and asked to be put into a secret project to do research for a year. And he did that at Lawrence Livermore.

When he came out, he thought he could then just pick up his research, and instead, he found things very, very difficult. He was sort of put in isolation, and there started a series of problems for him. And he filed a grievance against Director Batzel—this is before I ever got into it—and a group of his peers found that he was correct in charging harassment. The director was ordered to give him a job and title and salary commensurate to his experience, which he was given.

And you would have thought that would have ended it, but it did not. Now you have to understand that Edward Teller is the father of Lawrence Livermore, and they call it the house that Teller built. And even though he's very elderly, he is always there in the background, and it would appear that if you cross Edward Teller, you are committing political suicide.

Crooks: There were some other things that came along. And at one point, he was charged—and by this point, Director Nuckolls is the director and Batzel is retired—with falsifying his application papers to Lawrence Livermore, what, twenty years before.

McCreery: Woodruff was charged with this?

Crooks: Yes. And he was charged with stating that he was a member of Phi Beta Kappa, which he was not. And he said he never claimed that. And they charged him—they put an investigative team together including the campus police officer or security officer, I guess, and they produced these documents. And Roy was a very persistent person.

And his wife, his second wife, had been the chief administrative officer for Lawrence Livermore, Mary Woodruff. And when Roy divorced and then he and Mary married, I guess that added to the comments about the Woodruffs. And Mary was not working. She resigned her position and she spent practically full time on this investigation, so I would get pages.

And at a certain point, while that investigation was going on, Roy filed the complaint under the whistleblower law and I was brought in. I realized I must have had four inches of material. I mean, the Woodruffs documented things like you just wouldn't believe.

And I realized I was going to need some legal help, so I went to the general counsel's office, namely Gary Morrison, and said, "You know, I think that this is something that I'm going to need a lawyer to advise me on." And he said, "You're right. This may present us with a little bit of a problem because we may have been advising Nuckolls, you see." Law firms have to be careful of conflicts of interest internally. So, they assigned a lawyer I'd never worked with before, Ned Opton, to me.

I had one meeting with Nuckolls and he had a couple of people there. I told him who I wanted to interview. It was a cordial meeting. The only thing that sticks out in my mind is he asked me if I wanted to interview Mr. Teller and I said I didn't see why I should. And I think I offended him. I didn't mean to. So, I started off interviewing various people. And I had all this documentation from the Woodruffs. I think I went out about two or three times to one-on-one meetings.

Crooks: And I became even more uneasy about the difficulties and the politics, which were national and international, so I asked Ned Opton to come with me. And they had their lawyer, the laboratory lawyer. And so we had, I think, about eight hours of interviews of the really key people. And we taped it. I suppose those tapes still exist.

And I had one more series of interviews to do when the head of personnel for the Office of the President, who reported to Brady, called me and said she wanted to talk about this, which I found very strange. She was not in the loop at all.

McCreery: Yes, why did she even know about it?

Crooks: Well, Mr. Brady told her. And she did everything she could to tell me that I should stop my investigation. And I simply finally told her that I wasn't going to be a part of a whitewash and she couldn't force me to. Following that meeting, Mr. Brady called a meeting. I took Ned Opton, the lawyer, with me. And the head of personnel, Lubbe Levin, was there. Mr. Brady talked about these other investigations that were going on and in essence did everything but tell me to stop.

McCreery: When you say other investigations—

Crooks: Well, there was still the laboratory investigation that was going on over the Phi Beta Kappa issue. There was another one which had started and then stopped a year before, which I hadn't even known about until very recently, that was another panel of people that were looking, I mean, he was being attacked by every side you can imagine. And he was very persevering. He'd get attacked and he'd file an appeal, or a grievance, or a whistleblower's complaint.

I had to disqualify myself as the information practices officer for this case because Roy started using the Information Practices Act. So, I went to Brady—this is before things got very difficult—and said that I could not do that as an information practices officer. I suggested that Warren Schoonover, who had been involved with the office of the Information Practices Act and Public Records Act for many years and been on the records management committee for many years, be acting information practices officer for this one case only. And Brady agreed to this.

Crooks: But in this meeting with Brady, in essence he did everything but tell me that he was firing me on this job. But he's very shrewd. There's the law, the whistleblower's law. The whistleblower's law says the independent investigator is absolutely independent, and I simply didn't back down.

However, my last series of interviews was canceled by the laboratory. I could not get through to the final people. But by this time I had decided that I had done enough to understand what the situation was. I'd interviewed all of the key people. These final ones were sort of just little niceties. So, I started writing my report.

Mr. Woodruff was asking, as a remedy, to be transferred to Los Alamos and to have a guarantee of three years of employment. That's all he was asking. And this was such a scandal on how he had been treated. There's a whole book written on this, which is over in my bookcase if you want me to get a title, I mean on Star Wars. And Woodruff is a major player. And the way he was treated, the United States Congress was looking into this. They had a congressional investigating committee.

And Mr. Woodruff, who was very proper, always went through channels. He never talked to the press. The press was after him all the time. I mean he's a very well known person nationally and he never talked to them. And so he asked the laboratory to send his documentation through to the congressional committee, and they didn't do it.

And so by the time the congressional hearing took place they had only the laboratory side of it and Mr. Woodruff's stuff was somehow shuffled aside and I think he finally flew back there on one day's notice or something. I'm a little vague on this. It was really appalling. It was a scandal. It was a scandal.

So, I was effectively stopped from writing my final report. But I was still there. And I was asked to wait for this one other committee, so I agreed to that. But I was always there. And that's when I decided I wasn't going to retire until this was over.

It got so bad. Mr. Schoonover came to me and said, "You know, the stonewalling I get on getting records is just appalling. And it's just so blatantly against the law." And the head of this one other committee, who was a fellow at Lawrence Berkeley Laboratory, got in

touch with me, saying, "I understand you're working on it, and this is what we're doing."

And it just got worse and worse, so Schoonover and I decided to go and talk to Brady. Ned Opton, the attorney, told me not to tell him anything about my investigation. I don't know if that was good advice or not. But I did go to Brady saying, "This is a terrible situation. You should use your influence to get this situation settled."

McCreery: Did you meet with him alone?

Crooks: Yes, one on one. He didn't do anything. So Schoonover and I decided to go to the president over Brady's head. Schoonover had been the executive assistant to David Gardner when Gardner was the vice president. And he had never called upon that association, so he thought sure David would see us. His executive secretary was a woman I'd known for many years, very honest, very reliable, and we did not tell her details and she knew both of us. Warren was a long-term employee, too. And so we told her enough, that it was a scandal, that the president really should get involved, that one of these days it was going to blow wide open and it was just absolutely appalling and the university was in a very liable situation. He did not respond for about a month.

I remember we went in around Thanksgiving time and never heard a word. So, we waited through the Christmas holidays and went back a second time in January and repeated that it really was appalling.

McCreery: Again, speaking to his executive secretary?

Crooks: Yes. The next thing was that Mr. Woodruff let me know that the university had opened negotiations with him. And those went on for maybe three months or so. And finally, he told me that he had negotiated a transfer to Los Alamos with a three year contract and a consulting contract for Mary Woodruff. And at that point, I announced my retirement.

McCreery: I see.

[Begin Tape 10, Side A]

Crooks: Well, that was a very heady experience, the Woodruff case. We got the Congress, we got Edward Teller looming in the background, as I found out. We had things that I could never have believed would happen within a university. At one point I wondered if my phone was tapped, which I certainly never wondered before.

There was no question in my mind that Woodruff had been terribly treated. And there was no question in my mind that this one smoking gun, only one document out of all the biographies he'd filled out, had been falsified by somebody else, showing him as a Phi Beta Kappa. And it was preposterous anyway. It was preposterous. He didn't even have a Ph.D. He was just a brilliant, brilliant man.

McCreery: Were the Woodruffs able to demonstrate that the document was falsified by someone else?

Crooks: To my satisfaction they did. But you have to understand, none of these, with the exception of the one earlier on, none of these other grievances and appeals or the one to me on the whistleblower ever came to a conclusion. The committees were stopped. We would put it aside for a while, then come back to it. It was an appalling situation, appalling.

McCreery: Did you ever get to see David Gardner?

Crooks: Nope. Never.

McCreery: So, once Woodruff negotiated his transfer to Los Alamos, that really was the end of it for you.

Crooks: Yes, except that I had finished my report. I think I had four binders, four-inch binders, full of material. And of course, those were official university documents. But I had a double set. And I took my report home with me. It was the only copy. It was still in draft. And under the law, as a draft, it's not a public document. But it burned up when my house burned up. But I had it.

McCreery: And there was no other copy?

Crooks: And there was no other copy.

McCreery: You were never able to give your report?

Crooks: No. And all Woodruff wanted was to go to Los Alamos and get out of this poisonous situation. So that was sort of an exciting cap to retire on.

McCreery: Well, you did retire from the University of California in July of 1990, I guess staying on a bit longer than you had intended because of this investigation. Well, then tell me about how you decided to retire.

Crooks: Well, I had originally thought that I would retire when I was sixty-five. I was really very frightened of retirement. I had worked since I was fifteen. And the longest break I had ever had was when we came to California, Jim and I, and I think there was a month there between leaving Seattle, leaving my job there, before I found a job at the university. I think that's the longest break I ever took. And my father, who I've commented on, I take after very much. And he worked until he was sixty-nine. And he really didn't do a good job of retiring. He just sort of gave up. Jim knew this. He says, "You're not that much like your father." But I really was very apprehensive about retirement.

But my husband had had a lot of health problems over the years. And in '88, he had had—no '86—he'd had two major surgeries. And I think it's almost instinctively I thought I should spend more time with him.

And while I enjoyed what I was doing, I'd been doing privacy and access and conflict of interest, you know, a good ten years and nothing new was going to come down the pipe. It was just a variation on a theme. And so I just suddenly decided, probably in '89, that maybe I wouldn't go until I was sixty-five. And then with the Woodruff thing—which was great, I mean it was really something else again—I had to stand up to vice presidents and directors. I like to think that I would have done it even when I was younger, but I thought, well, if they fire me over it, I'll just retire. So I think I would have stuck it out anyway. But it took a certain amount of courage, I think.

So, by the time 1990 came, I said, well, whenever this thing gets settled with the Woodruffs will be the right time for me to go. My last day of work was the first Monday of July, although my vacation ran till September, so I was on the payroll till September.

Crooks: And I'd had great mixed feelings about having a retirement party. But one of my good friends, a colleague, had retired about seven months before I did, and she refused to have a retirement party, so people asked her out for lunch every day. And she was going to lunch every day for months. And I said, I'd rather have it over all at once. So I said I will have a party and I would like it at the Alumni House on the Berkeley campus, not in Kaiser building. So, the office put on a very, very nice party. I don't know how many people were there, several hundred. Some from other campuses flew up, which was very pleasing.

McCreery: Who gave the speeches?

Crooks: Well, I'd asked for Charlie Hitch to be the master of ceremonies. And they asked Charlie but he was getting very old and the word came back that he didn't do this anymore. Since then, I found out he had Alzheimer's so that may have been the beginning. So I told Joe Pastrone to do it. And Fred Balderston was one of the speakers and Gary Morrison was one of the speakers and Joan Rogan. I think I've mentioned all of them. And it was a neat party. My nephew, Bob Wallace, the professor, flew out from Cincinnati, which pleased me tremendously. And my husband came. I never invited him to university to-do's. That's no fun for him. And I said, "You can come if you want." And I didn't think he would, but he's the one who asked my nephew—I didn't. So, when he told me Bob was flying out, I was just thrilled. And then I looked at Jim and said, "Well, I think you fixed yourself good this time. You're going to have to come." And he was glad he did.

Joan presented me with an emeritus title from the president, a nice letter from David Gardner and the formal resolution by the board of Regents, which I was very pleased with because they were very rare for people who were not members of the faculty. They also gave you a parking pass for the Berkeley campus, which I said was worth its weight in gold. Unfortunately they don't give them anymore, so I'm just with everybody else trying to park around the campus.

McCreery: That's quite an honor. You also had a nice honor from the general counsel's office.

Crooks: Oh, well, yes. That's the one that touched me. I knew they were going to give me an emeritus because Joan told me. She had to come and get some biography from me. But Gary Morrison gave me an

honorary counsel of the university and I was terribly touched. As he said, "It's the first and probably the last one that we'll ever give." And well, I just can't tell you what that meant, because during the tough times of my career, through being put in the basement with hardly anything to do, the general counsel's office really sort of became my second home. And they are the ones that always treated me with respect. We liked each other. I knew a lot of them. I knew Don Reidhaar, the general counsel, well. We would go up to FPPC meetings together. I worked closely with Gary Morrison and Phil and I knew a lot of the rest of them. I don't know how many of the attorneys were there—probably about twenty—and it just touched me very, very deeply. I treasure that. It was a very nice party. So, I retired.

McCreery: You retired, made the big step. What are your favorite accomplishments as you look back on your career of thirty-six years with the University of California?

Crooks: I think I was able to serve as a role model for other women at a time where there were hardly any. And that, I think, is terribly important, since I never had one and I realized how important it was. I have great respect for Charlie Hitch. And the amount of responsibility he gave me was a fantastic challenge, which I think I met. And nobody ever challenged me the way Charlie did. And it's nice to know what you're capable of. It gives you a feeling of a certain degree of confidence. What else?

I have a great feeling that throughout my career I tried to apply justice and fairness to whatever I did, and I had opportunities to apply that at a time when it would have been very easy to not do so. Certainly, the privacy laws and the conflict of interest gave me an opportunity to weigh either side and try to look at all sides and come to as fair a judgment or decision as I could. Certainly in supervising, I tried to apply a fair standard, at the same time having very high standards.

And I am very thankful for the tremendous variety of things that I was assigned to. I don't know anybody—in all of my associations with people throughout the university, I don't know anybody—who had the variety that I had. Now, that's chance, you know. But part of it is not chance. Part of it is you have to prove yourself. And so, if there's a job to be done, somebody will think about you. But at the same time, it was a lot of chance. And I just look back even on the

bad times, saying, you know, I had a remarkable opportunity with the University of California.

McCreery: That's a nice summation. You have remained involved at UC since retiring nearly four years ago. You mentioned just a few minutes ago going back to lecture in the library school and so on. What are some of these continuing involvements, whether formal or informal?

Crooks: Well, generally speaking, I have just simply refused to come back as a consultant, although I've been asked to. I think when you leave something you leave it. But I couldn't say no to my former dean. And I couldn't say no to Nancy Caputo when she asked me to come back and give a couple of seminars on conflict of interest for Berkeley campus people.

McCreery: What did your husband say about your decision to retire?

Crooks: Well, Jim was a quiet person. I think he was pleased that I'd finally done it. We were a team, Jim and I. I had a very full home life. We were very different. He was patient. I'm not. He taught me a certain degree of patience. If something needs some action, I want to do it right now. He liked to think about it forever. So I taught him a little 'get on with it.'

We basically built our house together, bought it and then just started remodeling and we worked on it. All the years it was the center of our universe up there in the hills. Jim had a great sense of design and artistry. And after his major surgery, when he was in his middle forties, he really couldn't work in commercial art anymore because that's deadlines and he had a lot of side effects. And so he basically retired very young. But he turned our home into a beautiful, beautiful place. And he became a collector of fine books and first editions. And we had a marvelous art collection. He had a really great eye for fine art. Some of the artists made it big, too.

And we complemented each other. We were an unlikely team. He came out of a very poor family back in Covington, Kentucky. His father was a socialist. I came out of a fairly well-to-do family—all very conservative Republicans. But we both sort of cut off on our own. I had to turn over most of the stuff I'd learned. I was supposed to be a wife and a mother. Well, at least I was a wife. So, I wasn't a total disgrace to the family. Jim—nobody had ever gone to college in

his family. But he was around college people in the 10th Mountain troops and so he went to college under the GI bill.

We had a wonderful marriage. I don't think that my career would have been as successful without Jim. He was a great observer of human nature. And he didn't give me advice a lot. But when he did, I really listened. And he moderated me. I could be a rather brash, aggressive young woman. And he moderated me. And he was always supportive. And we had a blessed relationship, so that much of what I did I can blame him for.

McCreery: I take it you had a lot of shared interests outside of work that continued after your retirement.

Crooks: Oh, yes. Jim introduced me to nature. I was a skier. My brother started me skiing when I was about thirteen. And of course, eventually that's how I met Jim, through a mutual skiing friend after the war. But I'd never been climbing. And Jim introduced me to climbing and he introduced me to a real great feeling of nature. It's as close to religion as I've ever felt. There's something about being on top of a mountain that is very good for the soul and for the perspective. You know, you're not all that important. You learn a little bit of humility. It doesn't hurt.

McCreery: Were those the kinds of interests that led you to become involved in some of your volunteer work?

Crooks: Yes.

McCreery: I noted that you were involved with a group called Friends of the Claremont Canyon, going back to 1977.

Crooks: Yes, well, until things went very difficult in my career, and I got put down in the basement, that dividing mark, I never had time to do anything on outside activities. I mean, there was my home and Jim and there was my career and a few close friends that we climbed with and socialized with. But the career was pretty consuming and, you know, nights and stuff. But when I was down in the basement, I didn't have very much to do.

Crooks: And when we first came down here in 1954, we rented the little back half of a house on Derby Street in Berkeley. Jim looked up at these marvelous open hills that rise behind what was then the school of the deaf and blind and hiked up it the first week we were here. And he hiked it until the year of his death. We always assumed that it was public land.

And one year we found they were going to develop it and we were just appalled. And we heard of a neighborhood group called Friends of Claremont Canyon, which was just forming, and so we joined that. And we both became directors of the organization, and we fought a great battle. It was a great love affair with what they called Claremont Canyon because Jim liked the ridge. He liked the heights. And we had to fight the City of Oakland to convince them that they shouldn't allow a development on this steep land.

And at the same time we had to convince the East Bay Regional Park District board to buy the land. And this took about two years of really full time effort. When I wasn't at work I was on the phone. Jim hated to use the phone. He did all the research. And he made a three dimensional model of the canyon, which we took down to show because we found that the park district didn't know how to read topographical sheets. And they were going to compromise and allow development but not buy stuff. And we were saying, "Look, you know, if you put a trail down here, it's so steep." And they couldn't read the map so Jim did a three dimensional map for them, a model. Doing it in the middle of the living room was hilarious.

So he was the research end and he had all of his geological training and he went down to the university geology department and checked all their maps and found a fault that nobody had ever heard of that went right through the development. So, he would do the research and I'd do the public speaking, you see. And I would do all the telephone organizational things. There were about twelve of us who were the key ones who worked on that. It was a labor of love.

And by gosh, we succeeded, which was amazing. We finally got the city to deny the building permit. We had hundreds of people turning out. We'd make flyers to put on telephone poles. And people would just show up. Lots of people hiked Claremont Ridge. And they'd just show up at these meetings and speak, hundreds of them. We had television at one of the park board meetings. They've never had television before or since. That shook the board up.

Crooks: And first they said they were going to buy it and then they backed off and so we had to sort of start over again. But we finally prevailed. It took about two years of full time work.

We had to fight two different sides. First we had to fight for the ridge. And then we had to fight for the other side of the canyon to preserve the view shed. And we won. And when we did we sort of all looked at each other because you know, you lose more in this kind of stuff. And politically, you know, Jim and I had been on the losing side for decades it seemed like.

And I'm still active and watch out for Claremont Canyon. At one point the park staff, just a year ago, wanted to put a child care center into the middle of Claremont which is supposed to be a preserve. And that's not allowed under their master plan. And so I had to sort of get the troops out again and say you can't do that. Not that there's anything wrong with child care centers. But it was an old house and there were rattlesnakes and it wasn't safe.

So I had time with my job being at a very low ebb. And when I got through with that, I thought, well, that was sort of fun. Maybe I should go get involved with Audubon because when I gave up mountain climbing, I took up birding. And I was very interested, Virginia Norris and I. And so I thought I should really do something here. So, I joined the Conservation Committee of Golden Gate Audubon and was appalled to find that they weren't doing anything. Got my friend Joyce Davis who had retired early to join me and the problem was the group had no focus.

So we said, "Why don't we get a project that people can get interested in." I'd met David Gaines, who had just formed the Save Mono Lake Committee. And I had birded with him. And so we chose Mono Lake and we said, "Let's raise some money." And so we did. One woman said, "I'll make a quilt. I have a quilting group, and we'll make a quilt." Joyce and I said, "We'll go out and get really neat donations, you know, and we'll have an auction."

Of course, I was still working, and Joyce and I went around on Saturdays and Sundays and talked to different merchants, and we got John Perkins to donate one of his oil paintings. And I donated Jim's cross country skis that he had never used. He never let me forget that. [laughter] That became a family joke. And we raised \$40,000.

McCreery: Really?

Crooks: Yes. And they gave us, the four of us who were active, Joyce Davis, myself, Helen Green and Nikki Spillane—they were the quilt side—the conservation award of the year from Golden Gate Audubon. And I guess that was about '81, as best I can remember. And because of my work on Claremont Canyon, Mary Jefferds, who was the elected East Bay Regional Park board member from my district, first district, asked me if I would like to serve on the advisory committee to the board and I said, yes, I would.

McCreery: So, that was your first time joining that group was on that advisory committee.

Crooks: Yes. So that was about '79 and I'm still on it. And the committee—I became the chair of their finance committee. And then I was elected chair of the full committee, which I served for two different terms for four years. I guess that was between about '81 and '85. Then I became chair of the finance committee again. And then last year I was the vice chair. I didn't want to be, but the woman that I was nominating for the chair wouldn't serve unless I helped, so I sort of got conned a little bit.

McCreery: What were the primary issues that the East Bay Regional Park District was facing?

Crooks: Well, when I was the chair, the major issue was the redo of their master plan. And the master plan was first originated in 1972 and it had been revised about five years later and it was up for a revision again. So when I was chair we had to revise the master plan, which is about eighty-five pages long. And in there are the basic mission of the park district, the classification of all parks and the different classifications, the standards, that each park will have.

For instance, Claremont Canyon is a preserve. It's classified as a preserve. And under the standards you can only have trails in a preserve. You can't have anything else. Whereas Tilden is a recreational park and you have the merry-go-round and you have the little farm and the nature center. Then you have a shoreline park like Crown Beach in Alameda and so you have certain things in these standards that come with it.

Crooks: And then you have the different master policies that the district runs under and you have to look at those and see if any of this needs revision. And we did a major revision of the master plan when I was chair. In any volunteer group—the park district had about thirty members to the advisory committee—and in any volunteer group, you have those people who don't do very much. And you hope you have some that are really sort of devoted and will put in time.

And Joyce Davis, when I was chair of the full committee, was the chair of the operations subcommittee. And a fellow named Chuck Lewis, who was on the city council of El Cerrito, was the chair of the finance committee. And Joyce, as I said, is the best professional I've ever worked with and she can write policies that are so clear. So, we basically reorganized the whole thing. We put it into a more logical sequence and almost rewrote everything. And it was a first-class job.

McCreery: Now, was there any controversy within your own ranks about the rewrites and what should be changed?

Crooks: No, there was with the staff. They didn't like what we're doing. There's a natural tension here which I've always understood. Some people don't. But the staff doesn't want these citizens looking over their shoulder. They weren't very happy.

McCreery: Specifically on what points, do you recall?

Crooks: Oh, it was too clear. It was going to tie their hands. We got rid of a lot of the ambiguities. So they weren't very happy, as I understand it. But the board liked it. And that's the one that's still in effect.

Another major subject, the review of the budget by the finance committee, is very important. And this is one that I took a lot of personal interest in because the budget—when we were fighting for Claremont Canyon, nobody could understand it, nobody. It was a meaningless document. So, when I got on the advisory committee and I became chairman of the finance committee, I thought this would be a very good project.

And so we had slowly made recommendations to the board, which they had approved. The budget had evolved to a very good budget that was very understandable and had all the money in it. We could never understand why the general manager of the park district in the Claremont Canyon days said we didn't have any money and then

when the board [indicated they'd like to purchase the land, he'd suddenly find money, even though it never showed up in the budget].

[Begin Tape 10, Side B]

McCreery: Well, I wonder, as a citizen advisory board, did you have trouble balancing the perceived needs of conservation of East Bay park lands with the needs of the citizens to use the land for recreational purposes?

Crooks: Oh, no. No, no. The big fight, of course, in any conservation thing is trying to save the land. And it's a great park district. It's a great park district. It's one of the great ones in the country, but it's always subject to attack. It's always subject to [development threats for] the ridge lands of the East Bay. You know, they're not all public lands. There are still battles going on right today. Union City wants to develop Walper Ridge, which is one of the great ridges in the South Bay. And so there's a lot of activity going on there. And the district needs money and so they've had a couple of bond issues, which have been very successful, that have allowed them to buy things.

One of the things which we look at in the advisory committee, and of course the board does too, is trying to keep a balance. The district covers all of Alameda and all of Contra Costa County. And of course, it started primarily with Tilden Park. And so the east county, which had been growing the last decade, wants more things. So, the last year, the last decade, there's been a lot of purchasing of land out in east county and particularly along the Delta. And the most recent one is the Carquinez Strait Park. They have forty-seven parks now. Some of them are in land-bank status, so that means they're not open to the public when they first acquire them. But each one of them, once they get some money to open it up or put a trail in or something like that, then they're opened up.

There's a great variety of parks. You have wilderness parks, the Ohlone Wilderness and Sunol, that you can hike from the bayside across the ridges. And they've got a ridge trail now that goes thirty miles that you can hike. And they have backpacking camps so you can do this all. They have seashore parks.

Crooks: Of course, now the legislature has appropriated \$40 million for the East Bay Regional Park District shoreline trail, which will eventually go from the Bay Bridge to Richmond. And that's going to be very difficult because it was industrial so there's toxic waste. Any new concession that goes into the park comes through the park advisory committee.

McCreery: How large is the committee?

Crooks: Oh, it's about thirty.

McCreery: And does the membership fluctuate quite a lot or are there many long-term members such as yourself?

Crooks: No, I'm the oldest. [laughter] Not in years, particularly, but in years of service. Each board member appoints three for two-year terms. And there are seven board members. And the appointment is for two years, and you can't serve for more than six years under any one director and you have to live in that district. But also the mayor's conference and the boards of supervisors appoint.

So, when I had finished my first six years, I was still the chairman then. And so Harlan Kessel and Mary Jefferds, two board members, said you just can't go off. And so, Harlan, who is very active in Oakland politics, got the Alameda County supervisors to appoint me. So, I served under them for six years. And then Jean Siri, who took Mary Jefferds's place on the board for the first district, reappointed me. So, I think I've been on for thirteen years or something. I keep saying I'm going to get off, but I don't. There's always a good battle and some of the proposed concessions can get very controversial.

Once in a while, somebody will approach the district and the staff will just sort of take it and run with it. They were proposing an aquatic Disneyland out at Contra Loma. And this came to the Park Advisory Committee. I mean, water slides and all sorts of stuff. And we turned it down. We recommended to the board that they not approve this and they didn't. So, periodically you have that kind of—oh, somebody approached them last year about having a trail of lights at Ardenwood, where somebody from the midwest was going to have for Christmas time, you know, Santa Clauses and things popping out of the woods. Well, we advised them not to do that one, too.

McCreery: Have you had any major defeats in things that you tried to keep from happening?

Crooks: Oh, we have one going on right now. The master plan was due to be revised again. And so last year Jean Langley—who was the chairman and I was the vice chair—told the advisory committee it was time to start reviewing it. And so the master plan subcommittee asked staff for copies of any policies that had been issued since the last master plan had been printed. And we got stonewalled for a year. And it got so bad that our executive committee met with the general manager and thought it was going to get straightened out. It didn't.

And the first of January of this year, the staff announced with the board chairman that the advisory committee was not going to do it this year, this time, which was a break from the last three, and the staff was going to. And a lot of people came to a board meeting and protested that, members of the public. And so the staff has now come up with what their overall plan is, which is to eliminate the park land classifications, and to eliminate the standards by park, and to eliminate the individual park plans, which are also built into the master plan.

And there is a major battle going on right now, a major battle. But that is not so much the advisory committee as all of the different environmental groups that are involved. And the advisory committee is not as strong as it has been in the past, so it's unclear how much of a player it's going to be. I'm doing this more as an individual.

McCreery: I see. Since you retired in 1990, you've also been involved as a board member of the Save San Francisco Bay Association. Now, what are you working on there?

Crooks: Well, that was interesting. I thought I'd give up the advisory committee to the park because I'd been on it so long and this would be a nice change of scenery. When did I join them? Ninety-one, I guess. I was very puzzled by them. The board would meet every other month. And it would sit there and listen to the director—there's a small staff of eight people for Save the Bay—and didn't do anything. And I thought well, that's not my style. If I'm going to be a volunteer, I want it to be a productive time where I can contribute something.

Crooks: And then, one member had been working on a redo of the bylaws for Save the Bay (and I'm used to reading legal documents), and he passed out this twenty-page thing, and I'm flipping through the pages and suddenly see one sentence that says that the voting rights of the memberships will be canceled. So, I asked the question, "Are you really going to disenfranchise the membership?" And he said, "Oh, yes." And I said, "You just shouldn't do that." And so I got into a big fight. And he took it very personally. And he said, "Well, I don't want to have an unfriendly takeover." And I said, "Oh, you've got to be kidding." But the board voted with him. I think there were two of us who voted against it.

But they have to have a yearly membership meeting under the bylaws, then-existing bylaws. And bylaw changes had to be voted on by the membership. So, I got the old bylaws and found out you can have proxies. So, I organized a protest and at the membership meeting there were, I don't know, roughly a hundred people. And we won. And a few board members have still not forgiven me for that. One said I was a traitor. But you know, you can't get anything done if you aren't willing to speak up and if you aren't willing to take some chances and no matter how polite you are or try to be, you're going to offend some people. So, I offended some people.

But we got a new chairman the next year who is just tremendous. I wanted to be on the board of affairs committee, which is the basic administrative committee, where I felt I could really contribute the most. And this fellow who had proposed this had been the chair and he said he wouldn't allow me on it because I wasn't a team player and I didn't agree with him. And I thought that was pretty far out. But with a change of the presidency, I was asked if I thought I could be a team player, which is very peculiar after all of my experience, and I said, "Oh, yes. But that doesn't mean that I won't speak up."

So, I got on the board of affairs committee and I've been on it for, what, two years now and it's wonderful, four of us. We're making real progress. They wanted me on the finance committee. I kept saying no but I asked one day when the last audit was made, this was at a board meeting, and found out they'd never had their books audited. And I was appalled.

So, we got a new finance committee chair and they got an audit and he asked for help. And I had to help. So, I'm on the finance committee. And we found that their accounting system was—you

know, most volunteer organizations just sort of grow very slowly and by dibs and dabs. So, we now have a new accounting system. And we are working on a long-range plan, and we are working slowly but very effectively towards a decent budget, because when the staff proposed a project and somebody asked how much it would cost, nobody could answer. Now they're going to be able to. And I've always gotten the assumption, probably because of my work with doing Regents items for so many years and at the Park board, that a board can only make good decisions if they have good information.

So, it's turned out in the last couple of years to be very satisfying. But in the meantime, there is this fight on the new park master plan, so I can't get out of the advisory committee. So, I find that I do not have a problem in retirement on using my time. I once in a while sort of scream to myself, saying I've gotten overscheduled, particularly when there's two meetings back to back on the same day. So, I'm very busy on that sort of stuff.

McCreery: It's interesting how some of the different groups intertwine a little bit though.

Crooks: Yes. And Jim was very helpful to me in the park board things because we'd go out to parks if there was a concession. And he'd wander around looking at the geology. And he knows more about the nature than I do. I'd look at the birds. And so, he always did the research for me. So, we were still a team.

McCreery: I wonder if I could ask you to talk a little bit about the East Bay Hills fire in which you lost your longtime home, at 1215 Drury Road. Now, that was October 20, 1991. What is your story of what happened that day?

Crooks: Well, there had been a bad fire in 1970 where we thought we had lost the house. And we went out through flames and didn't find out that it had been saved for quite some hours. And that was quite traumatic. And we knew we lived in a very bad fire area. And I never quite got over that. So, if I smelled smoke at three o'clock in the morning, I was up. But it was still a glorious place to live. We had deer and owls and nature.

And the big fire was on a Sunday. And the day before, there had been a bad fire up the hill. And we had all been rather anxious about it. But they got it put out. So, Sunday morning, I went up and drove

up the hill to see where it had been. And the firemen were out there. And I talked to them. And they said, fine, and they had hoses out. I came back and Jim and I sometimes watched the Brinkley show at ten-thirty. So, we had the Brinkley show on. And our house was blind to the east. There were no windows on the east.

And about halfway through the show, this tremendous blast of wind hit the house and it shook. And we looked at each other and said, "Boy, it's a good thing it isn't yesterday," and went on watching the TV program. And just before it ended, my phone rang. And it was my next door neighbor, whose voice was about three octaves higher than normal, saying there was a very bad fire.

And so I went up and we knew there were real problems. So, we got the cat. That's the first thing we did, put her in her carrier. Jim went up on the roof with a hose and I went underneath the deck with a hose. And probably within five, ten minutes at the very most, I saw it jump the ridge. And Jim, up on the roof, saw it jump into the canyon and there was nothing between us and the canyon. So, we were in a really quite remote area. So, I came up and Jim came down and he says, "We're out of here. And I said, "Right," and we left.

We did not come through flames, we came through a lot of smoke. But there was no question, no question, it was gone. So, we got down and went to a motel.

McCreery: Had you brought anything but the cat?

Crooks: Well, before I went down below, I had put some clothes out on the davenport and my vital records, which were well organized in one big folder. And I put them on the davenport. And when Jimmy said, "We're out of here," we went in the house and he got the cat and I grabbed one load of stuff off the davenport, stuck them in the car. We checked to be sure that a couple of elderly neighbors' car was gone. And everyone on our side of the circle was gone. And we left. And we went down to a motel on University Avenue, Berkeley House, or whatever it's called, and put the cat in the room. And I went down to unload my stuff and the vital records weren't there. And I got only one load. There were two loads. So, what I had was I had something like ten blouses for me, period. I think I did better by Jim. I had a pair of pants and about four shirts and that was it, and the cat.

McCreery: And you didn't get the records.

Crooks: Nope. I couldn't believe it. I kept looking in the car saying, "But I know they were out." I just got one load, that's all. And there was no question the house was gone in our mind. We knew it was gone.

McCreery: Even then.

Crooks: And so, we realized that staying in a motel with a cat, I couldn't get hold of—our vet didn't answer. So, I finally called Joyce and said, "Can we come out there?" And she said, "Of course." So, we went out to Joyce's in Pinole—that's safe—and stayed that night. And that night after dinner, we turned on the TV and I'd been saying to Jim, maybe we could rent a place at Hiller Highlands because I swam there. I swam every weekend. And there was always a for lease sign on the bulletin board. And we had no idea until after dinner that night that it had taken out all of Hiller and jumped the freeway. And we watched the flames and we just were just dumbfounded.

So the next day we went off to Longs drugstore and bought a toothbrush and went off to Emporium-Capwell and bought a nightgown and a couple pair of slacks. And I think the next day we got up to see it, Jim says—he was in combat, you know, in Italy—and he says, "It looks like a nuclear bomb hit this." It was just unbelievable. It was just so totally devastated.

And the house, which was really the center of us, was—there was nothing left. We dug around in the ashes. They were only about eight inches thick. And we were saying, where did the toilet go. I mean, from the '70 fire, we lost fifty-five houses up there and you could see the bathtubs and the toilets. Well, there weren't any toilets. They'd blown up. You could find little shards of the vitreous china. So, all there was was the chimney and the foundation. Amazing, just total completeness.

So then Jim's former roommate from the University of Washington days called us, found us, and said, "Come stay with me." Joyce's place was too small for us. His kids had gone and his wife, who was a dear friend of ours, had died a few years before. He had this big house, so we moved in with him in El Cerrito, felt totally out of everything. It's amazing. You not only lose the house, you lose your neighborhood, and I hadn't anticipated that. You don't go to your grocery store, your gas station isn't there. We both felt totally out of it.

Crooks: So after about a week we went up to the local real estate office up on Claremont Avenue and asked them to find us a two-bedroom place to rent. I said, we've got to find a place. So, they sent us to Ward Street. And we thought, well, it sounds like student housing area. So, this woman answered the door in this big house and we chatted a little bit and I thought, what is she renting, you know, an upstairs room or something? But she took us out through the dining room and through the kitchen and here was this brand new house in the back lot which is built over two garages. And it's a second and a third floor, brand new, very attractive, partially furnished, terrible stuff. But she said, "Anything you don't want, fine."

So, I went off, and Virginia came over from Inverness and Joyce had come in from Pinole and we'd go out and buy pots and pans and silverware and take an inventory of what we needed. And Jim and I would go off and we bought a davenport and a good chair and a couple of rugs. And we moved in.

And about four days after we moved in, Jim became ill, unanticipated. And we thought it was adhesions, which he had had from his previous surgeries. He went into the hospital the sixth of November, I think. And they thought it was adhesions to begin with, but in a couple of days they did some tests and said, no, he has cancer. And they did massive surgery. And the first week he did very well. It was very massive. And then he got a very serious infection and went downhill. We both had living wills and felt very strongly you shouldn't prolong things too long.

And so Jimmy asked for the life support to be discontinued. And I agreed with him. And they thought he would slip away in a few days. But he was so damned strong in spite of all his medical history and it took him quite a while. So, he died on December 23, 1991. And I'm still here and on Ward Street in this little house, which I have gotten used to. And I thought it was awfully small but friends come over and I've fixed it up and I've bought art. When I got my first fine piece of art, I felt like maybe it could be a home. And so it's very comfortable now. And I will probably stay here.

McCreery: And the cat, Kelley, is still with you?

Crooks: And cat Kelley is with me. I miss Jimmy terribly but he's, you know, he's still with me.

McCreery: I was going to ask you, just briefly while we're on personal subjects, to talk once again about your father, first of all to give his full name. I'm not sure we got it on tape. But just to talk specifically about the scholarship that you set up in his name at University of Washington and your continuing acquaintance with the people there.

Crooks: Well, as I said, I think the two great influences in my life are Jim and my dad. And my father's name is John Kimball Woolley. People misspell it all the time. And not having children, I came to the conclusion that when we were making a will, I think we were going to Europe, Jimmy and I, and we realized we owned a house. Well, we were still paying a mortgage on it. But we thought maybe we better have a will. And so I put in the will that a certain percentage would go to set up a scholarship in my dad's name.

And then later on, I thought, well, why do that then? We're doing well enough that I'd like to set up a scholarship now while he's alive. So I called up the University of Washington and found out that a year's tuition was \$200, so I set up a scholarship in Dad's name. It's the John Kimball Woolley Scholarship in the department of English Literature at the University of Washington.

McCreery: What year was that?

Crooks: Nineteen sixty-eight. And it was for a combination of need and scholarship. And the only term was that they had to write my dad a letter and send me a copy on who got it. And I think Dad was very pleased. I know he was. And for the first few years, I would get a real personal biography of the recipient. But then the privacy laws came into effect and they couldn't do that anymore.

McCreery: Well, at least you understood why!

Crooks: Oh, yes. I understood why. And sometimes one of the ones who gets it will write me a letter, not always. Sometimes it's, say, a paper. And sometimes it's just a notice with as much as they can, under the laws, tell me about the person. So, it's been going since '68. And of course, the tuition keeps going up. And so I wasn't keeping up with that. But after Jimmy died, I decided that really I should find out what their tuition is. So, it's now back to a full year's tuition.

And fifty percent of the estate, after a few bequests to my niece and my sister and my nephew, is split between the Nature Conservancy

and the scholarship. And I'm very pleased to do that. Of course, at this point, since I've finally settled all the insurance on my house, and if I don't buy a new house, I have more money than I ever thought I would. But it's a lifetime of paying on a house and accumulating a fine library which was worth a lot of money and some fine art, one of which was appraised at over \$10,000. So, I can easily afford this.

McCreery: It's nice that your father got to know about the scholarship and enjoy it. Now, you mentioned in your bio that he died in 1976.

Crooks: Yes.

McCreery: What did he die from?

Crooks: Old age.

McCreery: Did he?

Crooks: Yes. Well, technically, I guess he died of kidney failure. He went blind his last four years, almost totally. And that was terribly hard for him. But he was never sick until about three years before he died and his kidneys started to go. And I flew up and said a tearful farewell, but he came out of it. And in retrospect, I thought it would have been better if he had gone, because his last few years were pretty miserable. And as long as he could read, he was all right, you see. And so he had a hernia and it was giving him pain and he insisted upon having it fixed. And the doctor didn't want to, but he finally prevailed.

And so he went in and they sort of built him up with blood transfusions, you know. He was in his upper eighties. And he did very well through the surgery. And a week later, he started going downhill. And I flew up and got there a few hours before he went into a coma. So, he knew I was there. He was a great guy, my dad.

McCreery: And a great influence.

Crooks: Oh, a great influence, a great influence. I don't know if this is repeating but he one time asked me how I ever turned out the way I did. And this was, oh, you know, I was in my thirties or something. I said, "Well, you know, partly because of you. You know you told me I had a good mind and I should use it and I should analyze things

and try and be fair and come to independent positions.” I think he was asking how I became a Democrat, is what he was really asking, and I said, “And then when I went to the University of Washington, it expanded my horizons, from this very, really narrow world that I’d lived in as sort of an upper middle class, totally white, Protestant neighborhood.” And I think he got a kick out of that.

I’ve been very fortunate. Someplace along the line, I got the feeling that I was so fortunate. We had a lovely home. We did not suffer financially during the Depression. We weren’t wealthy. But we were upper middle class. And I felt that I needed to, and I still feel, that I need to pay something back.

McCreery: So, it’s nice to know, too, that your father will be remembered at University of Washington. *

Well, we’ve come about to the end of the things that we planned to talk about. I’ve really enjoyed our sessions together and getting a chance to record your history. Do you have any last thoughts that you want to share?

Crooks: Oh, I think that we have covered just about everything. It’s brought back a lot of very good memories and some not so hot. But I hope that in doing this—I’m really not just doing it because of me. I’m doing it because I was fortunate enough to be able to observe a lot of the top level at the University of California. Most oral histories are done of the top men, and I think it’s important to have some observation of the women, who came in with a feeling of public service, who were really relegated to the clerical levels for so long, but who managed to work their way through in spite of a lot of difficulty and to serve as role models.

[End of Interview 5]

* In December 1994, Afton E. Crooks also established a permanently endowed scholarship (the Afton Woolley Crooks and James William Crooks scholarship) in the Department of Geology at the University of Washington in memory of her beloved husband, James William Crooks.

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DAVID PIERPONT GARDNER
President

OFFICE OF THE PRESIDENT
300 Lakeside Drive
Oakland, California 94612-3550
(415) 987-9074

July 26, 1990

Dear Afton:

I am pleased to tell you formally that the Board of Regents approved my recommendation to confer upon you the title Coordinator--Information Practices, Emeritus, effective upon the date of your retirement from the University. The members of the Board and I are delighted to recognize in this fashion your more than three decades of service to the University.

Whether the reason was fate or sheer good luck, from the outset of your UC career in 1954, you have regularly been asked to address some remarkably challenging administrative problems, from developing UC's records management policies to organizing our faculty home loan program to protecting individual privacy in this computer age. Along the way, your judgment, experience, and professionalism have made an important difference to the University. I am very grateful that you contributed so much and so well, and that you did so with your characteristic energy, enthusiasm, and style. The Office of the President is a much more complicated place today than it was in 1954, but your efforts over 36 years are one of the reasons we manage--most of the time, anyway--to deal with that greater complexity.

As you leave the University, you take with you the best wishes of your many friends and colleagues, as well as our hope that your retirement will be a happy and fulfilling one.

With warm appreciation and all good wishes, I am,

Sincerely,

A handwritten signature in dark ink, appearing to read "David Pierpont Gardner".

David Pierpont Gardner

COMMITTEE ON FINANCE

June 14, 1990

IN CONFIDENCEJ. CONFERRAL OF TITLE SUFFIX EMERITUS ON AFTON E. CROOKS AS
COORDINATOR--INFORMATION PRACTICES, OFFICE OF THE PRESIDENT

The President recommends that the Committee on Finance recommend to The Regents: That, pursuant to Standing Order 103.5, the title Coordinator--Information Practices, Emeritus, Office of the President, be conferred upon Afton E. Crooks, effective upon the date of her retirement from the University.

BACKGROUND

Afton Crooks will retire in mid-September 1990 after more than thirty-six years of valuable service to the University of California. Ms. Crooks received the B.A. degree in English literature from the University of Washington. She began her University career in 1954 as an accounting clerk in the Berkeley campus Library, transferring later the same year to the Universitywide staff as an Administrative Assistant in the Controller's Office. She became Special Assistant to the Controller in 1959 and Special Assistant to the Vice President--Finance in 1960. She assumed progressively more responsible assignments and in 1965, she became Assistant to the Vice President--Business and Finance. In 1978, she was appointed to the position of University Coordinator for Records Management and Conflict of Interest Legislation. She has held her current title of Coordinator--Information Practices since 1980.

During her distinguished career, Ms. Crooks was instrumental in the development of the University Records Management Program, the Faculty Home Loan Program, and the Business and Finance Bulletins. Also, for many years she provided valuable service in the areas of security, space planning, building management, and parking programs. In 1971, she chaired an ad hoc advisory committee on the employment status of women, and in 1972, she was Chair of the University Records Management Committee. Since 1980, Ms. Crooks has served as Adjunct Lecturer in the Graduate School of Library and Information Studies on the Berkeley campus.

Ms. Crooks has contributed many years of dedicated service to the Office of the President and the University, particularly in the areas of privacy of and access to information, records management, codes of conduct, and conflict of interest. She has demonstrated a high degree of professionalism throughout her career, providing policy guidance and administrative leadership in complex areas dealing with sensitive Universitywide programs and policies.

Action will be released to the public before August 1990 in connection with a University reception honoring the recipient.

The Office of the General Counsel of The Regents
hereby designates its valued friend

Afton Crooks

as

Honorary University Counsel

Dated: July 26, 1990

James E. Holst

James E. Holst
General Counsel

THE UNIVERSITY ARCHIVISTS COUNCIL

Certificate of Recognition

Presented To

Afton Crooks

In appreciation of her contributions to the establishment of archival repositories on the campuses of the University of California and her continuing support of the archival programs established by this Council.

June 30, 1990


William Roberts

William Roberts, Chair

AFTON E. CROOKS



IN APPRECIATION OF YOUR
INSPIRATION AND LEADERSHIP



UNIVERSITY OF CALIFORNIA
RECORDS MANAGEMENT PROGRAM

1960 - 1990

Guide to Tapes

On Balance: One Woman's Life
and View of University of California Management, 1954-1990
(an oral history memoir of the life of Afton E. Crooks)

[archived at the Bancroft Library, University of California, Berkeley]

Interview 1

March 7, 1994

Tape 1, Side A: grandparents in Salt Lake City
father's family; mother's family
parents' meeting; marriage; move to Seattle
mother's death, father's remarriage
family life in Seattle
grade school, high school

Tape 1, Side B: high school; college (University of Washington)
Word War II
early jobs

Tape 2, Side A: step-brother's family
graduate school (University of Washington)
jobs at University of Washington
early political interests (Young Democrats)
state un-American activities committee
faculty firings at University of Washington
Students' Organization for Academic Rights
job with Congressman Hugh Mitchell
Hugh Mitchell's gubernatorial campaign
State of Washington political structure

Tape 2, Side B: Adlai Stevenson
meeting husband; courtship
husband's family
move to California, wedding
early married life
first job at University of California library
Berkeley in the 1950s
background on Clark Kerr
women's movement; role models

Guide to Tapes

(continued)

Interview 2 March 21, 1994

- Tape 3, Side A: early jobs at University of California
employment in the Controller's office; starting newsletter
jobs available to women in the mid-1950s
start of records management; records disposition schedule
Sproul presidency
first internal audit program
- Tape 3, Side B: financial organization under President Sproul
Kerr presidency and management style
decentralization of University administration
construction of and move to University Hall
Wellman vice presidency
promotion to Assistant to the Vice President, 1958-59
- Tape 4, Side A: adding new campuses to the UC system
California's Master Plan for Higher Education
design of President Kerr's office in University Hall
budget process
records management program; archival program
history of registrars
student records
- Tape 4, Side B: Hitch vice presidency
organization of vice president's office
management styles

Guide to Tapes

(continued)

Interview 3

March 29, 1994

- Tape 5, Side A: Business and Finance Bulletin
managing University Hall building maintenance
Free Speech Movement
demonstrations; tear gas; People's Park
police chief Bill Beale
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- Tape 5, Side B: more on general strike
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Balderston vice presidency
firing of President Kerr
Bannerman vice presidency
zero-based budgeting
first affirmative action program (under Bannerman)
- Tape 6, Side A: more on decentralization of the University
Stanford and Perkins vice presidencies
Committee on Status of Women
Committee on Reports Management
- Tape 6, Side B: vital records program
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mentoring other women employees
outside consulting

Guide to Tapes

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Interview 4 April 9, 1994

- Tape 7, Side A: Saxon presidency
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 Hobson period
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 developing UC conflict-of-interest code
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- Tape 7, Side B: lawsuit against Fair Political Practices Commission
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- Tape 8, Side A: history of federal support of research
 definition of financial interest
 Academic Personnel Manual
 Academic Statistical Report
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 Coordinating Council on Higher Education
- Tape 8, Side B: more on Saxon presidency
 lecturing appointment in Berkeley's library school

Guide to Tapes

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Interview 5 April 25, 1994

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- Tape 9, Side B: more on privacy and access laws
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 whistleblower case at Lawrence Livermore Laboratory
- Tape 10, Side A: more on whistleblower case
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 review of career accomplishments
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 volunteer work with Friends of Claremont Canyon
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- Tape 10, Side B: more volunteer work
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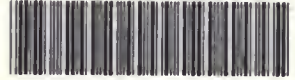
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